

**AN INVESTIGATION INTO THE EFFECTIVENESS OF THE
PERFORMANCE APPRAISAL SYSTEM IN THE PUBLIC SECTOR IN
NAMIBIA. A CASE OF MINISTRY OF WORKS AND TRANSPORT HUMAN
RESOURCE DEPARTMENT AT HEAD OFFICE IN WINDHOEK.**

**A THESIS SUBMITTED IN PARTIAL FULFILMENT
OF THE REQUIREMENTS FOR THE MASTER OF BUSINESS
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ABSTRACT

Performance appraisal system(s) is crucial in assessing public sector employees. The drive for public sector reform for employee's performance is significant to the measures set out on targets to organisations main objectives. This quantitative and qualitative study, therefore sought to investigate the effectiveness of performance appraisal system in the public sector in Namibia using the Ministry of Works and Transport Headquarters as a case study. The population of the study consisted of 32 Human Resource Department Officials as the researcher used single-stage sampling technique as a sampling procedure and questionnaire was used as the research instrument to collect data from both management and non-management personnel. The findings established that, all the 32 participants 100% indicated that, the appraisal system used in public sector in Namibia is based on Manager/Subordinate appraisal system also 80% of the respondents from non-management personnel and supported by all the four (4) management personnel mentioned the measures used are not effective. The study reveal that, monetary reward as appropriate scheme to reward public sector employees was expressed by 56% of non-management personnel and 44% called for non-financial but rather recognition and this was supported by three (3) management personnel. Also, 60% of the respondents asserted that, Management by Objectives (MBO) must be introduced in the Namibian public of sector. On recommendations, the researcher recommended that, Office of the Prime Minister should provide extensive education to the public sector employees in Namibia on the measures to apply on implementing the appraisal system including providing reward system as well as introduce modern methods of appraisal system such as Management by Objectives (MBO) as that brings Managers/Subordinates together in decisions that affects departments and the, public sector organizations as a whole.

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DECLARATION

I Helena Tauhulu Tobias declares that this research project is my own work. It is being submitted in partial fulfilment of the degree of Master of Business Administration (MBA) to the Namibia Business School (NBS), at the University of Namibia, Windhoek, Namibia. It has not been submitted before for any degree or examination and to this or any other University.

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Name: Helena Tauhulu Tobias

Signature:

Date:

DEDICATION

This study is wholeheartedly dedicated to my beloved mother, Mrs Selma Tobias.

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CHAPTER ONE

INTRODUCTION

1.1 ORIENTATION OF THE PROPOSED STUDY

The drive for reform in the Public Sector worldwide might have been focused on the Performance Appraisal System in the Public Sector. The government has traditionally been concerned with measuring the performance of employees in the Public Sector.

As a result of this concern the Wages and Salary Commission (WASCOM) performance appraisals system was issued in 1997 by the Namibian Government with effect from the 1st of September 1997 (Part 1, 1.1). The purpose opined that, it is the systematic evaluation of individual staff members with respect to their job performance and their potential for development. Ordinarily this appraisal is done by each staff member's supervisor.

The objectives as outlined in the purpose of the study (Part 1, 1.2) are as follows:

1. To assess the strengths and weaknesses of the Performance Appraisal System used in the Ministry of Works and Transport (MWT).
2. To assess whether the Performance Appraisal System in the Ministry of Works and Transport achieved its goals and objectives within the Policy framework of the Namibian Government.
3. To examine the process that the Ministry is using when appraising employees

On the scope of the Application of the 1997 Performance Appraisal (Part 1, Section 3). The performance appraisals system applies to all staff members except-

3.1.1 Uniformed members of the Namibian Defence Force;

3.1.2 Uniformed members of the Namibian Police Force;

3.1.3 Uniformed members of the Prison Service;

3.1.4 Teachers; and

3.1.5 Occasional employees and students who are employed during the holiday period.

It is against this background that the researcher conducted a study and investigated to establish the effectiveness the of Performance Appraisal System in the Public Sector in Namibia using the Ministry of Works and Transport Headquarters as a case study.

1.2 STATEMENT OF THE PROBLEM

It considered that, the most important asset in every organisation that can react when acted upon in terms of actions to be considered is the organisations human capital (Intellectual Capital). This maybe based on the premises that, physical resources including equipment used at work are static. Also, with the emphasis on assessing organisational performance by assessing individual capabilities in relation to job schedules and targets set within a timeframe leads to the application of performance appraisals system at the workplace.

According to the Public Service order 1997, which indicated that the performance appraisal system took effect in 1 September 1997. The purpose of the performance appraisals system (under Part 1, 1.1) stated that, it is the systematic evaluation of an individual staff member with respect to their performance in their job and their potential for development. Ordinarily this appraisal is made by each staff member's supervisor.

In this regard, it might be considered that, the central focus on the performance management is on the employees and its appraisals schemes to ascertain the effectiveness of the performance appraisal system. Snell and Bohlander (2007:340) emphasised that, the traditional approach within the organisation is that an employees' immediate manager or supervisor appraises his/her performance.

However, this system presented some challenges as indicated in the Public Service Management Circular No.17 of 1997. These challenges included supervisors rating staff members as "good" and "outstanding" with regards to the Performance Appraisal System without any supporting motivation being given for such ratings and that reporting officers and counter-signing officers have been accepting the ratings of these staff members for a number of reasons such as:

- Avoiding coming into conflict with the staff member
- Failure to keep record of the work of the staff members under their supervision
- Fear of informing staff member under their supervision of possible weaknesses or deficiencies.

The purpose of this study is that, the researcher was keen to investigate into the effectiveness of the performance appraisal system in the Public Sector in Namibia, the case of the Ministry of Works and Transport Head Office in Windhoek.

1.3 THE OBJECTIVES OF THE STUDY

The general objectives of the study is primarily to establish the effectiveness of the performance appraisal system as indicated in the Namibian government appraisal policy signed in 2011. The researcher also sought to find out if the government is achieving the performance and results per the performance appraisals. The researcher's aim was to investigate into the effectiveness of the performance appraisal system in the public sector using the case of the Ministry of Works and Transport, Headquarters, Windhoek.

The objectives of the study were as follows:

4. To assess the strengths and weaknesses of the Performance Appraisal System used in the Ministry of Works and Transport (MWT).
5. To assess whether the Performance Appraisal System in the Ministry of Works and Transport achieved its goals and objectives within the Policy framework of the Namibian Government.
6. To examine the process that the Ministry is using when appraising employees performance.

1.4 SIGNIFICANCE OF THE STUDY

The significance of this study are that, the study provided a better understanding to the researcher on the effectiveness of performance appraisal systems in the Public Sector in Namibia. In addition, it enabled the researcher to determine the key performance measures and indicators as well as the appraisals schemes used in the Public Sector in Namibia when management evaluate employees to ascertain whether they can achieve the targets in performance appraisal framework signed and ushered in 2011.

Besides, the study will be significant to the human resource department of Ministry of Works and Transport in that it might be used as a guide for the Human Resource Practitioner when facilitating the process of appraisal during the reporting period. Also, the study will be significant as it will add value to the existing knowledge on performance appraisal systems used in the Public Sector in Namibia.

1.5 LIMITATION OF THE STUDY

The limitations that were related to this study are a lack of understanding by the participants of the Wages and Salary Commission (WASCOM) appraisal system. Also the willingness to participate as the entire staff members (32) in total at the Human Resource Department might be hesitant in providing answers and this will be a challenge during the study.

1.6 DELIMITATION OF THE STUDY

The researcher is conducting the study as it is a mandatory requirement for all registered students pursuing a Master of Business Administration (MBA) in Management Strategy to carry out a research project. Besides, it is the researchers own interest to carry out a survey to establish the effectiveness of the performance appraisal system in the public sector in Namibia. The study only focusses on Ministry of Works and Transport head office, human resource department but might be generalised at macro level.

1.7 SUMMARY

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

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

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

2.2 OVERVIEW AND DEFINITION(S) OF THE PERFORMANCE APPRAISAL SYSTEM

According to Pontes (2010), writing on the background of the performance appraisals system, formal appraisal programs are not new. St. Ignatius of Loyola used a combined system of notes and reports of activities and the potential of each of his Jesuits when he founded his society of Jesus in 1540. Besides, The American Federal Government started to evaluate its employees in 1842, when the congress approved a law obliging the departments to make an annual review on employees performance. However, until the decade of the 1950's, performance appraisal (PA) in the U.S. was made by judgement based on the leader's perception and values about the employee.

2.2.1 Definition(s) of Performance Appraisal System

Kandula (2011) as cited in Nyamutora, Vinay-Panday and Karodia (2015), defined performance appraisal (PA) as a singular activity that is used to assess the performance of an employee for a predetermined duration on a set of parameters. Thus, PA is considered a management tool that is used to measure the actual performance of employees on defined task. Though PA is defined as a singular activity, performance management is a process with different steps. There are three components of performance management. The first part is the definition of performance, which involves setting organisational objectives and strategies. The second component is the actual measurement process (which involves PA) and the last part is the communication between the supervisor and the subordinate about the extent to which the employee achieved organisational expectations.

Again, Grossi (2012), defining performance appraisal, said that Human Resources Management (HRM) is a process of managing workforce strategically inside an organisation, that includes attraction, selection, training, assessment and rewarding employees, while also overseeing organisational leadership and culture, and ensuring compliance with employment and labour laws. The assessment and rewarding process are the objectives of performance appraisal (PA). Performance appraisal (PA) consists in setting goals for employees for a period of time (cycle), following their development and evaluating their performance at the end. This process has been used in organisations as a procedure to improve workforce performance, and to give employees the opportunity to be recognised and rewarded.

Similarly, Nyamutora, Vinay-Panday and Karodia (2015) defined performance appraisal (PA) as a formal process of evaluating or assessing the work done by an employee or a team of employees. The authors highlighted that (PA) is a planned and systematic activity that is

official and prescribed by the organisation. This means that the outcomes of PA are critical for advancing an organisation's goals.

All the above sources pertaining to and defining performance appraisal are relevant to this study. The researcher investigated the effectiveness of PA in the public sector in Namibia using the Ministry of Works and Transport as a case study. The issues raised by the authors on the activities conducted within a specific timeframe on employees to determine performance in relation to set out goals and PA as an element within performance management. Furthermore, the communication between the supervisor and the subordinate was established during the study through the data collection instrument(s).

2.3 THE PERFORMANCE APPRAISAL SYSTEM USED IN THE PUBLIC SECTOR

According to the Organisation for Economic Co-operation and Development in Paris (OECD) (2010) as cited in Grossi (2012) on performance appraisal in the Public Sector, mentioned that, performance in public administrations and services are broad concept that includes not only costs, outputs and effects on outcomes, but also such things as appropriateness, due process and trustworthiness. A public servant's performance involves not only working and delivering, but also respect for the laws of the country, for the democratic system and for elected government during its term of office.

Also, De Nisi and Pritchard (2006) stated that, performance appraisal in the public sector is a discrete, formal, organisationally sanctioned event, usually not occurring more frequently than once or twice a year, which has clearly stated performance dimensions and/or criteria that are used in the evaluation process.

Similarly, Prowse and Prowse (2009) argued that, performance appraisals in the public sector are systematic evaluation of individual performance linked to workforce behaviour and/or specific criteria. Appraisal often take the form of an appraisal interview, usually annually,

supported by standardise forms/paperwork. The key objective is to provide employees with feedback on their performance provided by line manager.

Besides, on the application of public sector performance appraisal, Pacheco (2009) as cited in (Grossi 2012) highlights that, different views on the measurement of results and their use by different countries and governments, as established by (TROSA, 2001). Their analyses are similar to those already mentioned, in the case of radical use of measurement and contracting results as a new form of control, the author sees the risk of a new formalism and rigidity. The author concluded that, the results are better when goals are negotiated and not unilaterally imposed.

In addition, Grossi (2012), writing on performance appraisal system in the public sector, emphasised that, the chances of failure are great when performance measurement is adopted without the other innovations in management being present. The big risk is that, the measurement becomes an end itself, disconnected from the larger goal that is the improvement of public service to citizens. There are two points of controversies about the measurement of results: the discussion around what to measure-products (outputs) and impact (outcomes), and the linkage of part of individual remuneration to the performance.

The citations above were significant to the researcher as they formed the hallmarks of the questionnaires to be used as the research instrument during the study. The sources from the above authors indicated what public sector performance appraisals should entailed and who should carry out the appraisal systems. Also why it can fail and how public servants performance should not be focussed on working and delivery but respect the constitution of the land. All these were discovered from the findings of the study.

2.4 THE PERFORMANCE APPRAISAL SYSTEM USED IN SADC COUNTRIES AND EAST AFRICAN COUNTRIES

2.4.1 THE PERFORMANCE APPRAISAL SYSTEM IN BOTSWANA

Taboka (2004), mentioned that, in 1999, Botswana introduce performance management strategy, with the following components of decentralization of personnel management system and performance management as a new reform initiatives unlike the previous reform initiatives used. The performance management system was conducted quarterly and this was simply supervisor's appraisal system with incentive attached to good performers. The objective(s) is to enhance the capacity of the public service to deliver efficiently and effectively and to improve the capacity of the public servants to be more productive. The key indicators were to motivate human resource in the transformation process and job standards.

The strengths of the system is that, there were two sets of training. Firstly, training on mind-set development and change management and secondly, training on strategic plans development skills, as transformation requires a certain mind-set and the people involved in transformation must be trained.

The associated weakness was the delay at the management level where, a Minister reviews the progress of the Ministry with the Permanent Secretary, then Permanent Secretary reviews with the heads of departments and also with the Performance Review Committee and lastly review with the President where he will share different experiences with all Permanent Secretaries.

2.4.2 THE PERFORMANCE APPRAISAL SYSTEM IN KENYA

Similarly, Korir, Rotich and Bengat (2015) mentioned that, in 2004, the Government of Kenya in partnership with the World Bank introduced the Rapid Results Initiative (RRI) as its appraisal system to be used in Public Service. The objective is to create a sense of urgency, personal challenges, clearly defines success. The implementation process as indicators are strategic plan and annual work plan within organisation and as a result leader, strategic leader and team leaders is appointed for each area, basically supervisor and subordinate appraisal system.

The strengths are that, it generates progress and creates momentum as an overall strategic objective of the organisation and it also stimulates insights on implementation challenges and risks. The weaknesses that was involved are that initiatives were run as a pilot within the National Aids Control Council and the Ministry of Water and Irrigation which were used as a pilot study was running the process in a very low pace.

2.4.3 THE PERFORMANCE APPRAISAL SYSTEM IN SWAZILAND

According to Chandramana (2008) one of the traditional methods of performance appraisal system is graphic rating scale also known as the linear rating scale and it is one of the oldest and most widely used method in Swaziland. This method is also used whereby an employee is evaluated on several traits that include the following: punctuality, leadership, initiative, dependability, decisiveness, emotional stability, maturity coordination and quality of work. The supervisor rates the employee on a scale using a numerical value or it can be expressed in terms of descriptions such as excellent, good or poor.

The strengths of this system of appraisal are that, firstly, it is easy to design. Secondly, it is easy to use and it requires minimal time and lastly, it is easy to compare the scores of the different employees on different traits. However, the negative aspect associated with the above

system is that, the rating is arbitrary and subjective making it prone to errors. Secondly, the method assumes that each trait is equally important for all jobs and lastly the descriptive words that are used in the scales may have different meanings for different raters, and as a result it is not a reliable tool.

In addition, Nyamutora, Panday and Karodia (2005) asserted that, one of the traditional methods used in Swaziland performance appraisal is, group appraisal method. This is when an employee appraisal is, group appraisal method. This is when an employee is evaluated by a group of people rather than a single person and a general consensus is made. Although the technique is time consuming (as a weakness) it is more comprehensive and eliminates supervisor bias since it involves several judges.

Again, Nyamutora, Panday and Karodia (2008), confirmed that, one of the modern methods of appraisals used in Swaziland, is assessment centres appraisal systems are used. In this system, the technique is used to determine employee's potential for promotion. The employees from various departments are brought together at an assessment centre for a few days where they are given similar assignments to complete. The observers rank the candidates performance in order of merit. This an objective evaluation as a key strength as the method uses techniques like role playing, business games and in-basket exercises.

Similarly, Kumar and Sharma (2000) emphasised that, one of the modern methods of appraisal used in Swaziland is Management by Objective (MBO). This is a system of appraisal whereby the supervisor and subordinate jointly identifies objectives and expected results as guides for operating the unit and assessing the contribution of each of its members. This methods seeks to measure the performance of an employee by examining the extent to which predetermined work objectives have been met. The advantage is that, it is a results-oriented process rather

than an activity oriented one and it is based on the premise that performance can best be measured by comparing attained goals to set out goals.

The significance of the above systems from SADC and beyond notably Botswana, Swaziland and Kenya to this study is that, like the case of Namibia all the countries practised supervisor and subordinate appraisal system with different formats and names as mentioned above. Interestingly, Swaziland does not stick to one system but their system also includes group assessment as stated in the Management by Objective (MBO). The researcher through the findings established the system that is been practised and other that can be recommended to be used in Namibia by the respondents.

2.4.4 THE PERFORMANCE APPRAISAL USED IN ETHIOPIA

Again, according to Balogun (2003) writing on the policy framework within government appraisal system in Ethiopia states that organisations that use annual evaluations should strongly consider adding other tools. Self-review systems are commonly believed to have positive benefits. This is because such tools often prompt individuals to monitor and manage themselves. Performance appraisal system is often taken to be fundamental to delivery of improved services. Emphasis on performance appraisal for delivering of results is undoubtedly influenced by the basic assumption of performance management which lies in its professed ability to unite the attention of institution members on common objective and galvanize them towards the attainment of this objective (in conformity with Kenyan government policy framework).

2.5 THE PERFORMANCE APPRAISAL SYSTEM IN NAMIBIA

The government of the Republic of Namibia has traditionally been concerned with measuring the performance of employees in the public sector. As the result of this concern the Wages and Salary Commission (WASCOM) performance appraisal system was issued in 1997 by the Namibian Government with effect from 1st September 1997 (Part 1.1.1). The purpose opined that, it is the systematic evaluation of individual staff members with respect to their performance in their job and their potential for development. Ordinarily this appraisal is made by each staff member's supervisor.

2.5.1 THE OBJECTIVE OF THE 1997 PERFORMANCE APPRAISAL SYSTEM IN NAMIBIA

The objectives as outlined the purpose (Part 1.1.2) are the following:

1.2.1 To communicate management goals and objectives to staff members and to set objectives for individual performance.

1.2.2 To give staff members feedback on their performance, to communicate clearly to a staff member how successfully he or she is meeting the expectations required at his or her level and discuss methods of improving, if applicable.

1.2.3 To explain to staff members how performance, conduct and potential are appraised.

1.2.4 To provide a basis for dialogue to take place between staff members and their supervisors throughout the year to discuss promotion, long-term potential appraisals, any training requirements and/or individual development needs.

1.2.5 To monitor delivery against objectives throughout the year.

1.2.6 To identify staff members with above average potential.

1.2.7 To identify poor performers.

1.2.8 To help match the right people with the right jobs.

1.2.9 To project the staff members for promotion purposes.

1.2.10 To motivate staff members to improve their performance.

1.2.11 To distribute organisational rewards such as increases and promotions equitably, and

1.2.12 To conduct personnel management research. (PSM Circular No.17 of 1997).

2.5.2 THE PERFORMANCE MANAGEMENT SYSTEM

Again, the WASCOM appraisal system was suspended a few months after its inception and in 20 August 2011, the cabinet of Republic of Namibia approved the performance management system (PMS) with the objectives to improve service delivery. According to the (PMS, (2011)(1.1) states that, the performance management system (PMS) is a comprehensive tool for the management and assessment of the effectiveness and efficiency of the delivery of customer focussed services across the public service of Namibia. This includes, Offices, Ministries, Agencies (O/M/A's) and Regional Council's strategic and annual plans as well as individual staff member's performance agreements. The policy is applicable to all levels of staff individually and collectively.

Also, according to (My Guide to Performance Management in the public service of Namibia, (GPMPS) (2013) the whole purpose of the (PMS) is to enhance the ability of the public service to be excellent in the delivery of services to the citizen. Besides, the performance management is a system for ensuring that every individual in the public service is aware of:

- What they are required to do,
- How and when to do it
- What standards (the quality, quantity and time) are required

- The training and development that will be given to support them in achieving results and
- How their performance will be monitored and reported

The performance management system and the performance appraisal stipulated in (2003) with supervisor/manager and subordinate was implemented in 2015.

2.5.3 PREPARING FOR A REVIEW

The (GPMS, 2013) sets out how you as supervisor or member of staff should prepare for developing a performance agreement or a quarterly review or annual report in appraisal system in diagram below:



Source: My Guide to Performance Management in the Public Service of Namibia (2013)

The significance of the above issues on performance appraisal in Namibia to the study is that, the researcher is investigating into the effectiveness of performance appraisal system in the public sector in Namibia, using the Ministry of Works and Transport Human Resources Department at the Head Office in Windhoek as a case study. The researcher established some

of the issues raised in the Circular and the periodical published on the performance management policy and the guide to ascertain the issues relating to its application.

2.6 METHODS OF PERFORMANCE APPRAISAL

According to Chandramana (2008) as cited in Nyamutora, VindayPanday and Karodia broadly split into two types (as shown in Table 2.7.1 below)

Table 2.7.1 Methods of Performance Appraisal

Traditional Methods	Modern methods
Graphic rating scales	Assessing Centre
Ranking method	Human Resources accounting
Paired comparison methods	Appraisal by results
Forced distribution method	Psychological appraisal
Checklist method	Behaviorally anchored rating scales
Free form appraisal	360 degree appraisal method
Group appraisal	
Confidential reports	
Critical incident method	
Field review method	

Source: Chandramana (2008)

2.6.1 TRADITIONAL METHODS OF PERFORMANCE APPRAISAL

Chandramana (2008), as cited in Nyamutora, Vinay Panday and Karodia (2015), states that, the traditional methods of PA are widely used. Some of the traditional methods in practice are described as follows:

Graphic Rating Scale

According to Chandramana (2008), this method is also known as the linear rating scale and it is one of the oldest and most widely used methods. This method is also used whereby an employee is evaluated on several traits that include the following: punctuality, leadership, initiative, dependability, decisiveness, emotional stability, maturity, coordination and quality of work. The supervisor rates the employee on a scale using a numerical value or it can be

expressed in terms of descriptions such as excellent, good or poor. The advantages and disadvantages of this method are:

1. Advantages of the graphic rating scale

- It is easy to design
- It is easy to use and it requires minimal time
- It is easy to compare the scores of the different employees on different traits.

2. Disadvantages of the graphic rating scale

- The rating is arbitrary and subjective making it prone to errors
- The method assumes that each trait is equally important for all jobs
- The descriptive words that are used in the scales may have different meanings for different employees on different raters, and as a result, it is not a reliable tool.

Besides, Swanepoel, Erasmus and Schenk (2012), emphasized that, graphic rating scales is a very popular format, many variations of graphic rating scales can be found. Basically, a scale for a specific trait or characteristic consist of a continuum between two poles on which the one who rates indicates to what degree the rate possess that characteristic. The variations on this basic format stem from:

- the dimensions on which individuals are to be rated
- the degree to which the dimensions are defined
- the degree to which the points on the scale are defined

The popularity of graphic rating scales is due to advantages such as the fact that they are easy to understand, they allow for comparisons across individuals because they are standardised, they are acceptable to users and they are less time consuming to develop and administer than some other formats.

Ranking Method

This is also known as the order of merit method, whereby the employees are ranked from the best to the worst on characteristics determined by the organisation, and the manager compares an employee to other similar employees.

Group Appraisal Method

This is when an employee is evaluated by a group of people rather than a single person and a general consensus is made. Although the technique is time consuming, it is more comprehensive and eliminates supervisor bias since it involves several judges.

Critical Incident Method

This is a PA method in which a manager keeps a written record of positive and negative performance of the employees throughout the evaluation period. These form a factual basis for discussion during the PA, instance, if an employee fails to fulfil a challenging deadline, this can be used to discuss the employee's reliability.

2.6.2 MODERN METHODS OF PERFORMANCE APPRIASAL

Emerging PA methods include the 360-degree appraisal method, assessment centres and Management by Objectives (MBO).

360-degree Appraisal

According to Brett and Atwater (2001) as cited in Nyamutora, Vinay-Panday and Karodia (2015) appraisal method is the process in which subordinates, peers, customers, and supervisors provide anonymous feedback to managers on an employee performance. The employee is then expected to use the performance data, along with self-rating, in order to make appropriate changes to improve their performance. The advantage of this method is

that it allows the appraisee to view him or herself in a way that others do. However, one disadvantage is that it can be a cumbersome process.

Assessment Centres

Nyamutora, Vinay-Panday and Karodia (2015), stressed that, assessment centre appraisal system is a technique used to determine employee's potential for promotion. The employees from various departments are brought together at an assessment centre for a few days where they are given similar assignments to complete. The observers rank the candidates performance in order of merit. This is an objective evaluation method that uses techniques like role playing, business games and in basket exercises.

In addition, Swanepoel, Erasmus and Schenk (2012), stated that, an assessment centre is a procedure originally adopted to assess managerial potential. It is an assessment method that consist of standardised evaluation of behaviour based on multiple raters and multiple measures such as in-basket exercises, paper and pencil ability tests, leaderless group discussions, simulations and personality questionnaires. Strictly, speaking an assessment centre is designed to appraise individual's current managerial ability, rather than their past performance.

The same authors above, stipulates that, in the South African context, assessment centres enjoy a relatively high level of popularity and well-known companies that are using assessment centre technology include Clover, Frito-Lay, Liberty Life, SABC, Santam, Stellenbosch Farmers Winery and Vodacom. Despite its potential advantages, the assessment centre has fundamental shortcomings as a practical performance appraisal technique for all levels of employees. Such limitations emanate from the inherently costly nature of the procedure, its overwhelming emphasis on managerial jobs and its exclusive future orientation.

Management by Objectives (MBO)

Again, Kumar and Sharma (2000) as cited in Nyamutora *et.al*, (2015), defined MBO as system of management whereby the supervisor and subordinate jointly identify objectives, defined major areas of responsibility in terms of result as guides for operating the unit and assessing the contribution of each of its members. This method seeks to measure performance of an employee by examining the extent to which predetermined work objectives have been met. The advantage of this method is that it is a results-oriented process rather than an activity oriented one and it is based on the premise that performance can best be measured by comparing attained goals to set goals.

Similarly, Swanepoel, , *et.al*, (2015), opined that, management by objectives (MBO) is a system of management that focusses on setting and integrating individuals and organisational goals, but due its process it can be also used for evaluating performance. Harvey and Brown (2001) as cited by Swanepoel *et.al*, (2015), describe MBO technique to identify organisational goals at all levels and to encourage participation in setting the standards for evaluating subordinates' performance. Participation in the goal-setting process allows managers to control and monitor performance by measuring results against the objectives employees helped to set. This method typically entails:

- Supervisors and employees mutually establishing and discussing specific goals and formulating action plans
- Supervisors aiding and coaching their employees to reach their set goals and
- Each supervisor and employee reviewing at a present time the extent to which objectives have been attained.

The shortcoming is that, as a result-based method of appraisal, MBO typically does not address the 'how of performance and is therefore unable to appraise whether achievements are really the outcome of individual excellence or of external factors.

All citations above are important to this study. The researcher through the findings established if the types of appraisal both traditional and modern methods used were suggested and applied in Namibia by the respondents through the research instruments.

2.7 PROBLEMS ASSOCIATED WITH PERFORMANCE APPRAISAL

Grossi (2012) mentioned that, the difficulties associated with appraisal system is that, the association between performance measurement and financial rewards are less widespread than believed: according to a survey by the OECD together with its member countries, only 18% link budget to results, few have formal mechanisms of reward or punishment according to the results, 41% do not have, only 11% of countries always bind wages to the achievement of targets, and 26% do so occasionally. Therefore, measuring performance does not always imply adopting variable pay or financial rewards according to performance. The subject is controversial and steeped in controversy.

Also, Condrey (2012) correlates the difficulties of performance appraisal systems in the public sector to some elements: low organisational trust levels, perceived ineffectiveness of performance appraisal instruments, small monetary reward, a large and diverse bureaucracy, believes that, despite the series of failures in performance evaluation systems, they continue to be implanted for being popular among politicians and the public "due to perceived possible effectiveness in influencing recalcitrant bureaucrats.

Again, according to OECD (2010), performance related pay does not have the credibility that should be proportional to its importance in overall remuneration. In Brazil, bonuses are too often distributed largely across the board and are now in reality part of base pay

although some parts of the administration have made efforts to link some part of performance-related pay to performance assessments. It seems possible, however, to delay or even withhold progression in careers for public servants whose performance is judged insufficient.

Besides, Korir, Rotich and Bengat (2015), writing on the problems associated with the with performance appraisal, indicated that, Kenya, there is no uniformity among the Ministries, Departments and Agencies (MDAs) due to inconsistencies in the application of performance contract (PC) in regard to signatories, this negate the policy directives given in the ERS which identifies Chief Executive Officer as the whole executive officer of institutions under PC. Example in the Ministries PC are signed by Permanent Secretaries and countersigned by the Minister, but the same is not mirrored in Local Authorities and State Corporations where the Mayor and member of the board signs the PC respectively.

Furthermore, Nyamutora *et.al*, (2015), on problems associated with performance appraisal, opined that, PA is one of the oldest management tools available and problems associated with it are well documented. Studies showed that, there are many approaches for appraising employee behaviour and performance, and, as a result, different methods of PA have left many managers in a state of confusion and frustration with employee evaluation process.

According to Bersin (2008), the biggest complaint from managers is that they are not given sufficient guidelines to assess their subordinates. Also, many PA problems are not inherent to the method used, but usually arise because the appraisers are largely untrained. In other words, supervisors, by virtue of their rank, perform PA, something they may not clearly understand. This greatly affects the effectiveness and proper implementation of a functional PA system.

The researcher was keen to establish the issues raised as associated problems to PA in the Namibia context, such as untrained supervisors, managers are not given sufficient guidelines, the signatories problems in the MDAs and Local Authorities including state corporations which is significant to this study. The researcher conducted a survey to investigate about the effectiveness of performance appraisal system in Namibia's public sector using the Ministry Works and Transport Head Office in Windhoek as a case study.

2.8 PERFORMANCE MANAGEMENT

According to Armstrong (2011), performance management is a systematic process for improving organisational performance by developing the performance of individuals and teams. It is a means of getting better results by understanding and managing performance within an agreed framework of planned goals, standards and competency requirements.

2.8.1 The main concerns of Performance Management

- Armstrong (2011), stated that, performance management is concerned with:
- Aligning individual objectives to organisational objectives and encouraging individuals to uphold corporate core values
- Enabling expectations to be defined and agreed in terms of role responsibilities and accountabilities (expected to do), skills (expected to have) and behaviours (expected to be)
- Providing opportunities for individuals to identify their own goals and develop their skills and competencies.

2.8.1 DIFFERENCES BETWEEN PERFORMANCE MANAGEMENT AND PERFORMANCE APPRAISAL

Again, Armstrong (2011), confirmed that, it is sometimes assumed that performance appraisal is the same thing as performance management. But there are significant differences. Performance appraisal can be defined as the formal assessment and rating of individuals by their managers at or after a review meeting. It has been discredited because too often it has been operated as top-down and largely bureaucratic system owned by the HR department rather than by line managers. Armstrong and Murlis (1998) as cited in Armstrong (2011) asserted that, performance appraisal too often degenerated into a 'dishonest annual ritual'.

In contrast performance management is a continuous much wider, more comprehensive and more natural process of management that clarifies mutual expectations, emphasizes the support role managers who are expected to act as coaches rather than judges and focusses on the future.

2.8.2 OBJECTIVES OF PERFORMANCE MANAGEMENT

Armstrong (2011), mentioned that, the overall objective of performance is to develop the capacity of people to meet and exceed expectations and to achieve their full potential to the benefit of themselves and the organisation. Performance management provides the basis for self-development but importantly, it is also about ensuring that the support and guidance people need to develop and improve are readily available.

Performance management objectives are as follows:

- Align individual and organisational objectives
- Improve organisational performance
- Improve individual performance

- Provide the basis for personal development
- Develop a performance culture and
- Inform contribution/performance pay decisions

The sources cited above were significant to the study as the researcher discovered the distinction between performance appraisal and the setback mentioned by the author and performance management and its objectives mentioned above and the relations to the PA in Namibia during the study.

2.8.3 THEORETICAL FRAMEWORK OF PERFORMANCE APPRAISAL

Armstrong (2009) as cited in Nyamutora *et.al*, (2015), identified three theories that underpinning performance appraisal. The three theories of performance management include (1) social cognitive theory (2) goal theory and (3) control theory.

Social Cognitive Theory

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

Goal Theory

According to Armstrong (2009), goal theory highlights mechanisms that connect develop goals to performance outcomes. These mechanisms are as follows:

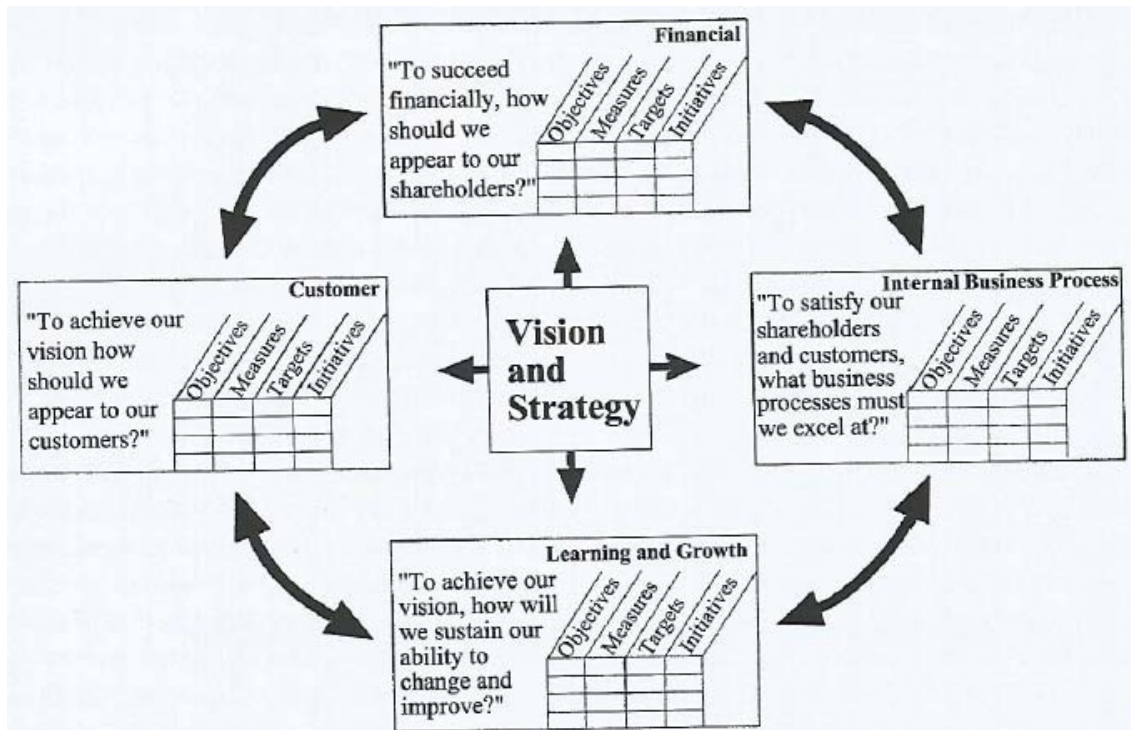
- Goals direct attention towards priorities
- Goals stimulate effort
- Goals challenge people to bring their knowledge and skills in order to improve performance.

Control Theory

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

Balanced Scorecard Format

According to Swanepoel, Erasmus and Schenk (2012), writing on the appraisal system, stated that, the balance scorecard was conceptualized by Robert Kaplan and David Norton of Harvard University as a management system that would track organisational performance, not only from the traditional reliance on short-term financial measures, but would also combine hard and soft measures together with short-and long-term ones. The focus is not purely on management accountancy bottom-line measures, but incorporates performance measures from four balanced perspectives, that is, financial, customer, internal business process and employee learning and growth (in the diagram below)



Source: The balanced scorecard based on Kaplan & Norton (1996) as cited in Swanepoel, Erasmus & Schenk (2012)

Designing the individualised balanced scorecard for an organisation and deciding what metrics to use starts off with a clarification of the organisation's strategy by top management and linking it to the vision and mission. The central question of each of the four quadrants would need to be examined and in response to these questions, critical objectives are set and appropriate measures are determined. For each measure, targets are then set and initiative are devised that will result in their achievement. Once this process of designing the organisations balanced scorecard is completed, the measures need to be cascaded down to departmental level. Using the strategy that has been articulated, the individual departments would need to discuss their respective purpose and how they contribute to the overall results.

Again, the same authors, mentioned that, their appropriate key measures that are aligned to the strategy are then determined. This ensures that departments are empowered to design measures themselves, rather than being dictated to by top-down approach. Departmental performance and initiatives are thus ideally aligned to the strategic intent, of organisation, and once all their measures are in place, the next step of developing individual scorecards by means of performance contracts can follow.

The significance of the above cited theoretical framework on the performance appraisal is that, it is based on the issues raised on the proposed theories. The researcher established that due consideration was given to the issues raised when conducting performance appraisals in the public sector in Namibia as the researcher used the Ministry of Works and Transport as a case study to investigate about effectiveness of performance appraisal in the public sector in Namibia.

2.8.4 SUMMARY

The sources cited in this chapter (chapter two) are significant to the study as it served as support to the study. The sources from the related publications that are published with opinions, views and facts that formed the basis of constructing the research instrument(s) the questionnaires for both management and non-management personnel who participated in the study established that the public sector in Namibia are adhering to some of the issues raised by the authors on performance appraisal. The next chapter presents the Research Methods applied in the study.

CHAPTER 3

RESEARCH METHOD

3.1 INTRODUCTION

This chapter discusses the methods and the procedures that the researcher adopted and used during the study to collect data from the participants who participated in the study and how it was analysed. This embraces the research design, the target population of the study, sample size and technique used to identify the target population, the researcher's instruments used to collect the data and procedures. It also includes data analysis methods and the ethical considerations considered and followed during the study. According to Kothari (2004:15), a research methodology is understood to be is a systematic way of solving a research problem and also the science involved in the how research is conducted. It includes the systems of methods and rules to facilitate the collection and analysis of data.

3.2 RESEARCH DESIGN

The researcher used mixed methods, both qualitative and quantitative to acquire the data during the study. Wurtz (2012) stated that, mixed methods are given a priority in research because the integration of both quantitative and qualitative results occurs in the research process and allows for more divergent findings. Creswell (2014:4) emphasised that, mixed methods research is an approach to inquiry involving collecting both quantitative and qualitative data, and using distinct designs that may involve philosophical assumptions and theoretical frameworks. The core assumption of this form of inquiry is that the combination of qualitative and quantitative approaches provides a more complete understanding of a research problem than either approach alone.

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

3.3 POPULATION

The population of the study is composed of the employees at the Ministry of Works and Transport, Head Office, Human Resource (HR) Department. They consisted of thirty-two (32) employees: four (4) top officials holding management positions and twenty-eight (28) officials below the management level. The thirty-two (32) employees were the entire HR employees at the Head Office. According to Neuman (2014) population is the abstract idea of a large group of many cases from which results from a sample are generalised. Again, Neuman (2014) concluded that, a target population concretely specified a large group of many cases from which a researcher draws a sample and to which results from the sample are generalised.

3.4 SAMPLE SIZE

For the purpose of this study, the sample of the population was drawn from the HR department of the Ministry of Works and Transport, Head Office in Windhoek. Neuman (2014), mentioned that, a sample size is a small set of cases a researcher selects from a large pool and generalises to the population. For the purpose of this study, the sample consisted of the entire population of thirty-two (32) employees of the Human Resource (HR) Department. Besides, the sampling technique to be used is a single-stage sampling procedure. According to (Babbie, 2007) as cited in Creswell (2014:158) a single-stage sampling technique is a sampling procedure, in which the researcher has access to names in the population and can sample the people (or other elements) directly. The sample population consisted of the thirty-two (32) employees: four (4) top officials holding management positions and twenty-eight (28) officials below management

level. The researcher as a Human Resource Official sought to use the sample technique mentioned above.

3.5 RESEARCH INSTRUMENT(S)

The researcher used questionnaires as the data collection instrument. Maree (2011:195), stipulated that, in a survey, the researcher selects a sample of respondents from a population and administers a standard questionnaire to them. The aim of the approach was to ensure that each participant was presented with exactly the same questions in the same order. Again, Creswell (2014:244), stressed that, in mixed methods research question(s) is a special question posed in a mixed methods study that directly addresses the mixing of quantitative and qualitative strands of the research. This is the type of questions of that were answered in the study based on the mixed methods used.

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

3.6 PROCEDURES

During the study the researcher handed out the questionnaires to the participants the four (4) top officials and the twenty-eight (28) lower level employees at the Human Resources (HR) Department at the Ministry of Works and Transport Head Office based on appointments. The participants were given one week to complete the questionnaire and the researcher was present based on appointments to clarify all queries, concerns and misunderstanding pertaining to the research questions.

3.7 DATA ANALYSIS METHODS

The researcher used both quantitative and qualitative data analysis methods. The quantitative data analysis method enabled the researcher to use descriptive statistics by presenting the findings in graphical illustrations, including pie charts, histograms, as well as percentages. Creswell (2014) mentioned that, an interpretation in quantitative research, is a final step in the data analysis, which is used to present the results in tables or figures and interpret the results from the statistical test. This means that the researcher draws conclusions from the results of the research questions, and the larger meaning of the results.

The qualitative data analysis method followed Terre-Blanche, *et al*, (2009) five steps process: adaption and concentration as the first step, secondly, including ideas, thirdly, coding, fourthly elaboration and lastly, interpretation and checking, to ensure a transparent process of data analysis and reconstruction. With this, the researcher following the above steps identified all the codes and themes from the information provided by the participants during the study and through textual format analysed the qualitative data effectively and efficiently.

3.8 RESEARCH ETHICS

According to Neuman (2014:147), the law and codes of ethics recognise a few clear prohibitions: Never cause unnecessary or irreversible harm to participants, secure prior voluntary consent when possible, and never unnecessarily humiliate, degrade, or release harmful information about specific individuals that was collected for research purposes.

The researcher after adhering to all the ethical considerations above, consulted and collaborated with the supervisor and agreed on the way to preserve the research materials. The researcher indicated on the questionnaire that the data would be kept for the five (5) years after the study was completed. This was in case there will be queries. Also, the researcher informed the participants on the purpose of the study for the participants to volunteer freely and not forced. Permission was also sought from the authorities at the Ministry of Works and Transport, Head Office before conducting the study. Besides, participants confidentiality was assured and all sources cited from books, academic journals and other credible sources were acknowledged to avoid plagiarism.

Again, Neuman (2014:151) mentioned that, the principle is that people should never participate in research unless they explicitly and freely agree to participate. Confidentiality, is the ethical protection for those who are studied by holding research data in confidence or keeping it secret from the public: not releasing information in a way that permits linking specific individuals to specific responses; researchers do this by presenting data only in an aggregate form (e.g. percentages). The researcher did that by not mentioning names but presented the findings as discussed earlier in the data analysis.

3.9 SUMMARY

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

CHAPTER 4

RESULTS AND DISCUSSION

4.1 INTRODUCTION

The chapter presents the results and discusses of them. The data was collected from the four (4) Management Personnel and twenty-eight (28) Non-management personnel who were all employees at the Human Resources Department at the Ministry of Works and Transport, Head Office in Windhoek, (32 in total). The researcher used questionnaires as the research instrument for both management and non-management personnel. All the questionnaires were collected after two weeks.

The researcher analysed and presented the findings using both quantitative and qualitative data analysis methods. The quantitative data enabled the researcher to present the findings with graphical presentation(s) in graphs, tables, and pie charts in descriptive statistics with percentages in ratings supported by qualitative data that was presented using the codes and themes in narration. The questionnaire is attached as APPENDIX B.

The discussions were focussed on the responses from non-management staff in PART A and management personnel in PART B. The findings from the data were analysed under the research objectives to be addressed as follows:

1. To assess the strengths and weaknesses of the Performance Appraisal System used in the Ministry of Works and Transport (MWT).
2. To determine whether the Performance Appraisal System in the Ministry of Works and Transport achieved its goals and objectives within the Policy framework of the Namibian Government.

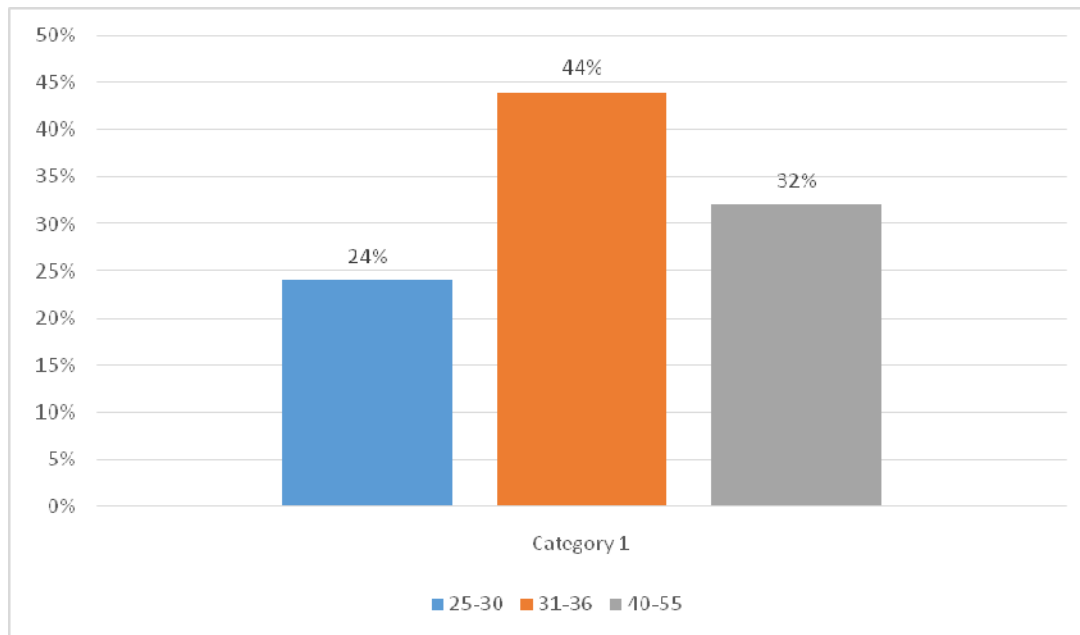
3. To examine the process that the Ministry is using when appraising employees performance.

4.2 PART A: DATA ANALYSIS AND PRESENTATION OF FINDINGS FROM THE DATA COLLECTED FROM THE NON-MANAGEMENT PERSONNEL

PART A analysed the data from the questionnaire that was collected from the non-management personnel who participated in the study. The first four questions focussed on the demographic characteristics of the respondents and focused on both quantitative supported by qualitative data analysis methods by providing explanatory notes in text format.

4.2.1 Age brackets of the respondents to the questionnaires for non-management personnel who participated in the study.

Table 4.2.1 Age brackets of the respondents

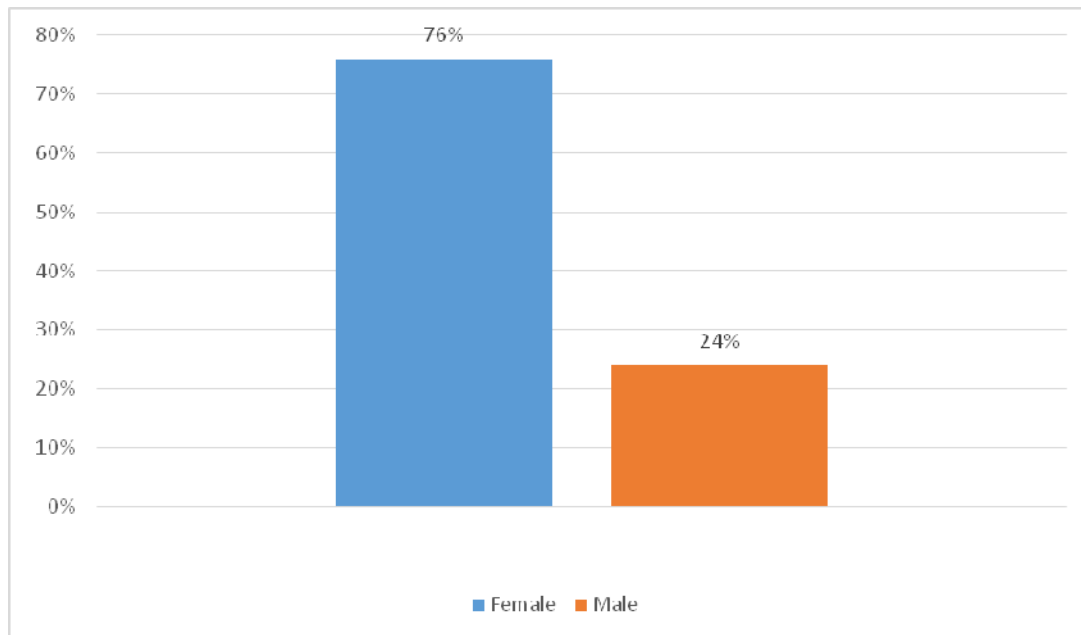


Source: Findings from research (2017)

The above (Figure 4.2.1) depicted the graphical presentation of age distribution of the respondents to the questionnaire for non-management personnel. From the graphical presentation the results showed that seven (24%) of the respondents who participated in the study were between the ages of 25-30. Twelve (44%) of the respondents were between the ages of 31-36 and nine (32%) of the respondents fell within the ages of 37-45. The results showed that higher percentages of employees at the human resources department at the Ministry of Works and Transport Head Office, Human Resources Department were between the ages of 31-36.

4.2.2 Gender representation of respondents to the questionnaire(s) for non-management personnel

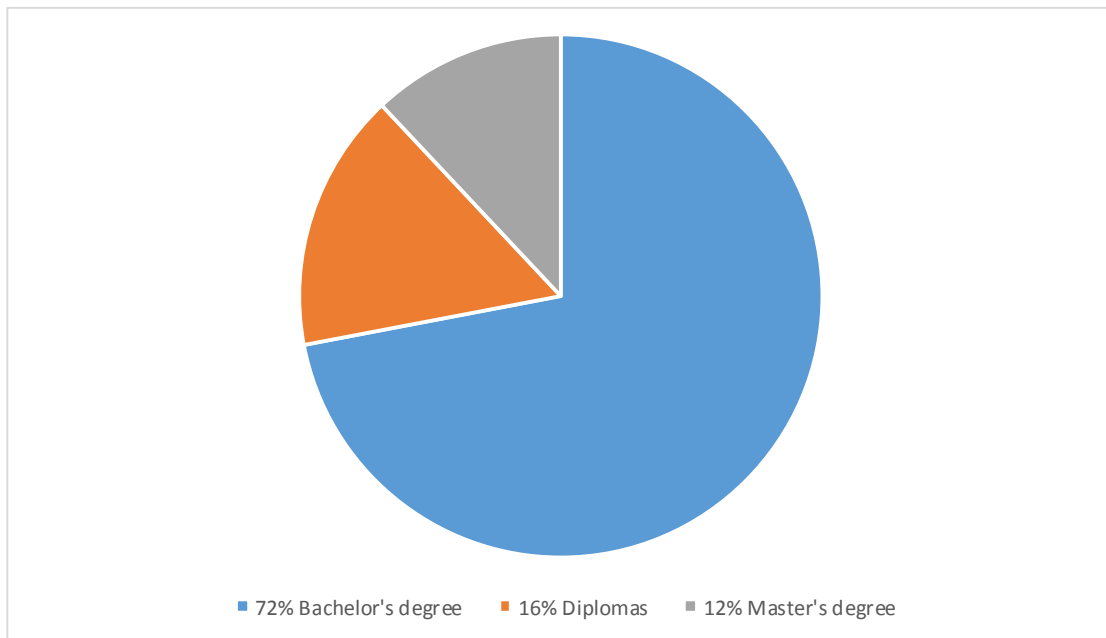
Table 4.2.2 gender representation for non-management personnel



Source: Findings from research (2017)

The figure 4.2.2 showed the gender representation of respondents to the questionnaire for non-management personnel. The figure showed that 76% of participants who participated in the study were females and 24% of the participants were males. The findings revealed that female employees were more than their male counterparts at the human resource department at the Ministry of Works and Transport Head Office in Windhoek.

4.2.3 Educational qualifications of the respondents to the questionnaire for non-management personnel

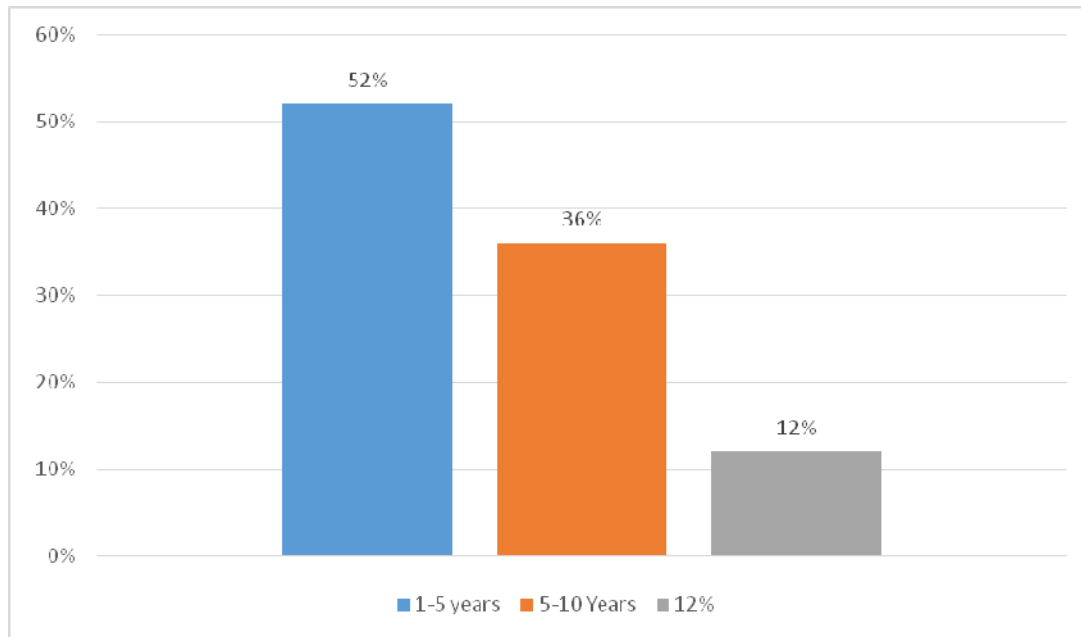


Source: Findings from research (2017)

From the above (Figure 4.2.3) the pie-chart shows that (21 participants) 72% had Bachelor's Degrees. Four (4 respondents) 16% who participated in the study possessed Diploma(s) and three (3 participants) 12% holds Master's Degree. The findings show that a higher percentage 72% of the employees at the human resource department at the Ministry of Works and Transport Head Office Windhoek possessed Bachelor's Degree.

4.2.4 Years that respondents to the questionnaire have worked in the Ministry of Works and Transport head office in Windhoek

Table 4.2.4 years that the respondents have worked in the Ministry



Source: Findings from research (2017)

From the above (Figure 4.2.4) it shows that (15 respondents) 52% of the participants who participated in the study have worked from 5 to 10 years and the remaining (3 participants) 12% of the participants who participated in the study have worked at the Ministry of Works and Transport Head Office from 15-25 years. The study showed that a higher number of employees have worked from 1-5 years at the Ministry of Works and Transport Head Office Windhoek.

4.2.5 Type of performance appraisal system being used in the public sector in Namibia

SCALE	RESPONSES
Type of appraisal system (supervisor and subordinate)	100%
Any type of appraisal	0
TOTAL	100%

Source: Findings from research (2017)

In responses from the questionnaire all the non-management personnel (28 in total) representing 100% who participated in the study answered that, the type of performance appraisal system used in Namibia is performance management system based on supervisor/subordinate appraisal system.

Twenty percent from the respondents who gave the above answer, stated that, the performance appraisal system is in line with performance management system that was ushered in August 2011 and its results are based on a collective performance system and rating scale involving self-appraisal and obviously a manager/supervisor appraisal system.

4.2.6 Perception about performance appraisal system in the public sector in Namibia by the non-management personnel

SCALE	RESPONSES
Favouritism	32%
Good	25%
No incentives	16%
Fear	12%
Reward	15%
Total	100%

Source: Findings from research (2017)

Of the non-managerial personnel who responded to the questionnaire, from the data analysed, 32% of the respondents stated that, favouritism is the overarching theme in appraisal system. Another, 25% of the participants mentioned that, the appraisal system is good but the supervisors need training and all the employees must be well informed and be motivated to participate and conduct the appraisal during the stipulated time-frame.

Again, 16% of the respondents, indicated that, the performance appraisal system has no incentives to motivate employees and has challenges such as changing mind-set and does not look at the behavior approach, it is only centred on input and output based on set out targets. One (1) participant who was part of the 16% of the respondents who indicated the above answer, stated that, the appraisal system in the public sector in Namibia has challenges. These challenges personnel biases between the appraisal and the appraise, ambiguity, the system is timely, not participative, special efforts and initiatives are not recognised at the time of the appraisal. The appraisal is not seen as a motivating tool and there is poor commitment to the system on the part of the public sector employees.

Twelve percent of the participants from the non-management personnel, answered that, fear over shadow the evaluating performances of departments, individuals and overall the organisation to ensure that objectives are met. The remaining 15% of the participants, simply stated that, employees at the public sector must be rewarded.

4.2.7 Table 4.2.7 results from respondents indicating agree and disagree if the appraisal system in the public sector is effective.

SCALE	RESPONSES
Agree	32%
Disagree	68%
TOTAL	100%

Source: Findings from research (2017)

Table 4.2.7 above depicts that, eighteen participants representing 68% who participated in the study indicated disagree, (10 participants) representing 32% answered Agree that such appraisal system is effective.

4.2.8 REASONS FOR INDICATING WHETHER THE APPRAISAL SYSTEM IS EFFECTIVE OR NOT

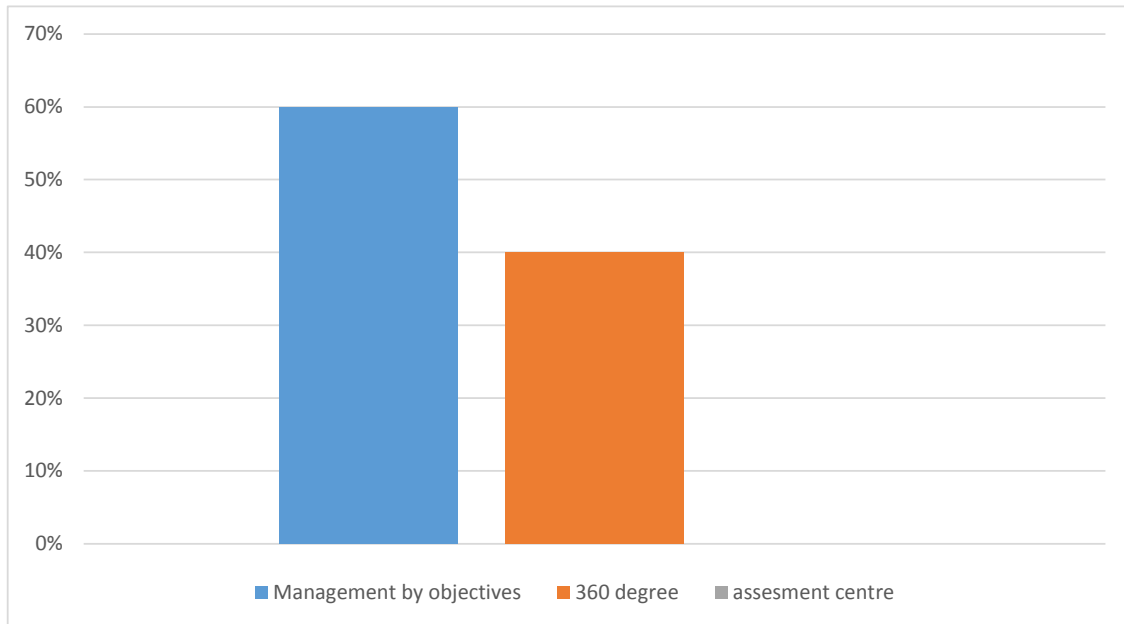
During the study, the participants were asked to provide specific reasons for indicating the answers in (Question 7). Divergent answers were provided. The 32% of the respondents who responded to the questionnaire and indicated Agree, answered that, the appraisal system in the public sector in Namibia is effective because it improves accountability on the part of public service employees, staff members are aware of the significance of the appraisal system as it serves as a criterion for probation and provides guidelines for managing performance in the public sector.

Again, the same 32% of the participants who stated the above, stressed that, the appraisal system is effective because the organisational performance is measured by its revenue and growth as well as the appraisal system provides room for annual review. The remaining 68% who were part of the participants and indicated Disagree, the appraisal system is not effective gave divergent views as the reason for providing the answer in (Question 7) as follows: the 68% stated that, the appraisal system does not address situations at workplace in Namibia, the management do not provide feedback as there is no evidence of monitoring and evaluation. The same 68% of respondents mentioned that, the appraisal system is not effective as it lacks reward and motivation which makes it ineffective and defeats the purpose of the appraisal system in the Namibian public as the employees do not understand the process.

Also, the 68% of the respondents who stated the above, opined that, the appraisal system is not effective because it lacks targets and agreements and not all the employees are assessed. Besides, fear on the part of the employees because of biases and favouritism is causing resistance from staff members between the appraiser and the appraisee.

4.2.9 Figure 4.2.9 the need for modern methods of performance appraisal system in the public sector in Namibia

Table 4.2.9 the need for modern methods of performance appraisal



Source: Findings from research (2017)

From the (Figure 4.2.9), it showed that, 60% of the respondents to the questionnaire who are non-management personnel answered that, Management by Objectives (MBO) is an appraisal system that should be introduced in Namibia. Also, (1 participant) from the 60% suggested that assessment centre appraisal system should be considered in Namibia. Again, the 60% who answered that Management by Objectives (MBO) should be considered expressed that, it is results oriented and is targeted to achieve the objectives planned by both management personnel and staff members who are subordinates. The remaining 40% of the non-management personnel who also participated in the study and responded to the questionnaire answered that 360 Degree modern method of performance appraisal system be introduced in

the public sector in Namibia since it will pave the way for the employees to assess each other during the time frame of the performance appraisal.

From the data that was analysed, it was discovered that some of the issues raised by participants on modern methods of appraisal to be introduced have the elements in the supervisor/subordinate appraisal system used in the public sector in Namibia, including the issues on the suggested modern methods mentioned by the participants.

4.2.10 REWARD SCHEME EMPLOYEES THINK IS APPROPRIATE AFTER ASSESSMENT ON PERFORMANCE APPRAISAL

In responses from the non-management personnel who participated in the study 56% of the respondents to the questionnaire answered that, monetary reward is appropriate scheme to reward the employees in the public sector in Namibia after performance appraisal has been conducted. With regards to the provision for the answer, the same 56% of the respondents mentioned that, monetary reward in the form of bonus and salary increment and performance cheques motivates employees to perform well. One (1) participants from 56% of the respondents stated that, “monetary rewards encourage the employees to work hard and harder and contribute to the economic growth of the country”.

The remaining 44% of the respondents who participated in the study, mentioned that, recognition should be given to employees in the public sector in Namibia after performance appraisal has been completed. The 44% of the respondents who provided the above answer gave the reasons that, recognition in a form of certificate for the best performer helps the organisation to retain employees to become more productive. Also, (1 participant) from the 44% of the respondents who provided the above answer, said that, “benefits in kind in a form of recognition such as publication in the mainstream newspapers, giving of trophies, sending employees to conferences out of duty stations will make the employee happy, including the

provision of transportation and services allowance for a certain period motivates employees to work hard”.

Another participant from the 44% of the respondents stressed that, “recognition in the form of awards makes the employee(s) feel recognized for their excellence in service provision”.

From the data analysed, it was uncovered that, monetary rewards and recognition in various forms mentioned above by the participant might encourage the public service employees in Namibia to work harder when performance appraisal scheme is implemented.

4.2.11 Table 4.2.11 does the measures in place for the performance appraisal system in public sector in Namibia makes it effective

SCALE	RESPONSES
NO	80%
YES	20%
TOTAL	100%

Source: Findings from research (2017)

From the above table (Table 4.2.11) it depicts that 80% of the respondents who are non-management personnel who participated in the study, indicated ‘NO’ the measures in place for the performance appraisal system in the public sector in Namibia is not effective. The remaining 20% of the respondents to the questionnaire answered ‘YES’ measures in place for the performance appraisal system in the public sector in Namibia makes it effective, during the study.

4.2.12 Table 4.2.12 reasons for providing the answer in (question 11) on whether the measures in place for performance appraisal system is effective

SCALE	RESPONSES
YES	20%
NO	80%
TOTAL	100%

Source: Findings from research (2017)

From the study, the 80% of the respondents who indicated ‘NO’ and are non-management personnel expressed that, the measures are not effective because there is no practicality to the subject matter, you only see things when the management are working towards the deadlines and the appraisal system does not have a reward scheme. Again, the same 80% of the respondents who gave the above answer, stated that, the measures are not effective as the appraisal system is new and not fully implemented as employees do not understand the implementation of the whole process.

The remaining 20% of the respondents who indicated ‘YES’ stated that, the measures in place for the public sector appraisal system in Namibia is effective because it clearly outlines accountability measures for every employee in the public service and it measures performance against the agreed goals set out in the public sector in Namibia.

From the data analysed, showed that, the measures in place for the public sector appraisal system is not effective as the employees lacks knowledge in its implementation and the appraisal does not have a reward scheme to encourage the public service employees in Namibia.

4.2.13 Table 4.2.13 advising management about a particular appraisal system which can be used in the public sector in Namibia.

SCALE	RESPONSES
YES	12%
NO	88%
TOTAL	100%

Source: Findings from research (2017)

During the study, when the researcher asked the participants, have you ever advised the management about a particular appraisal system which can be used in the public sector in Namibia. From the above (Table 4.2.13) it shows that (24 participants) representing 88% of the respondents indicated 'NO' and the remaining (4 participants) 12% of the respondents answered 'YES'. It shows that a higher number of employees at the Human Resource Department, at the Ministry of Works and Transport Head Office in Windhoek have not advised management on a particular appraisal system to be in the public sector in Namibia.

4.2.14 Reasons for not advising management on particular appraisal system which can be used in public sector in Namibia

SCALE	RESPONSES
YES	12%
NO	88%
TOTAL	100%

Source: Findings from research (2017)

In responses from the questionnaire 88% of the respondents who are non-management personnel indicated NO, have not advice management on a particular appraisal system to be

used in the public sector, mentioned that, the Public Service Commission is responsible to advise the management of the Ministry of Works and Transport. Also, the same 88% of the respondents, stated that, the line of authority does not allow subordinates in this regard. One (1 participant) from the 88% of the respondents, said that, because the reporting lines in government does not allow it. The transmitting of information is normally from top to bottom the senior managers direct what is to be done in the Offices/Ministries/Agencies and Regional Councils.

The remaining 12% of the respondents who indicated YES have advice the management on a particular appraisal system to be used in the public sector gave reason that the supervisor/manager subordinate and staff member appraisal in the Guide of Public Service in Namibia should be used and training should be given to employees in the public sector in Namibia.

4.2.15 RECOMMENDATIONS FOR APPRAISAL SYSTEM TO BE EFFECTIVE IN THE PUBLIC SECTOR IN NAMIBIA

During the study, the participants who responded to the questionnaire designed for non-management personnel were asked, if there is any recommendation for appraisal system to be effective in the public sector in Namibia. Sixty-four of the respondents who participated and responded to the questionnaire, stated that, for the appraisal system to be effective in public sector in Namibia, management should conduct extensive research and provide adequate In-service training for all public sector employees, including monitoring and evaluation on the appraisal system in Namibia. Twenty percent of the respondents to the questionnaire recommended that, staff members in public service should take the appraisal serious and management should provide feedback. The remaining 16% of the respondents to the

questionnaire suggested that, reward should be attached to the appraisal system to complement work done by the public sector employees from the management.

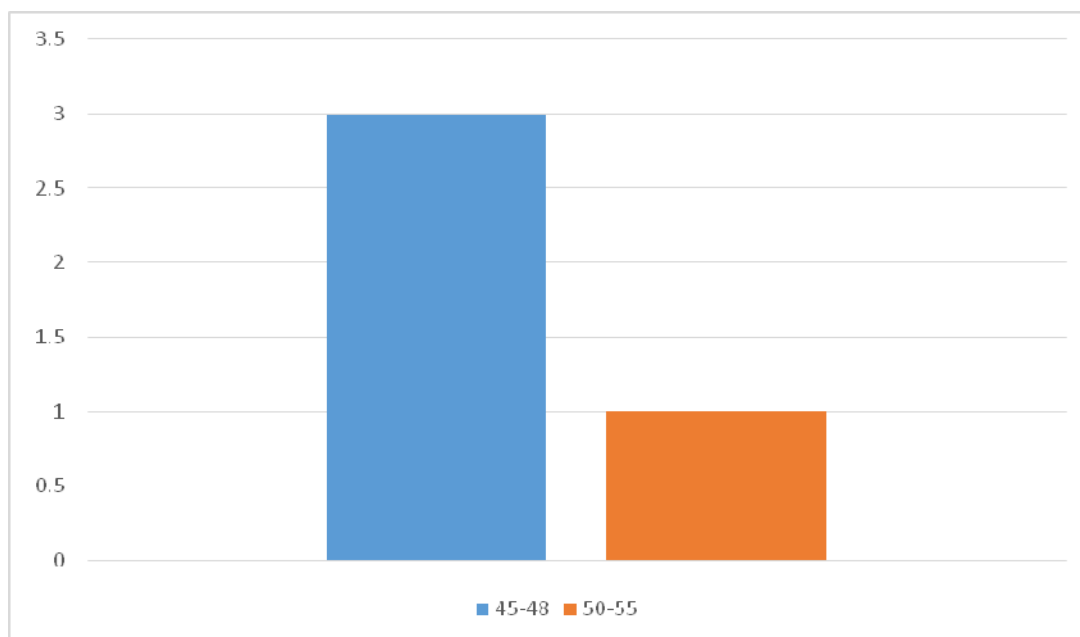
4.3 PART B: DATA ANALYSIS OF THE DATA COLLECTED FROM MANAGEMENT PERSONNEL WHO PARTICIPATED IN THE STUDY

4.3.1 INTRODUCTION

This part of the data analysis is focusing on the interpretation of data collected from the (4) management personnel who participated in the study. The first four (4) questions discusses the demographic characteristics of the four (4) management personnel per the instructions of my supervisor that, management and non-management personnel responded to the same questionnaire(s).

Figure 4.3.2 age brackets of management personnel who participated in the study and responded to the questionnaire(s).

Table 4.3.2 age brackets of management personnel

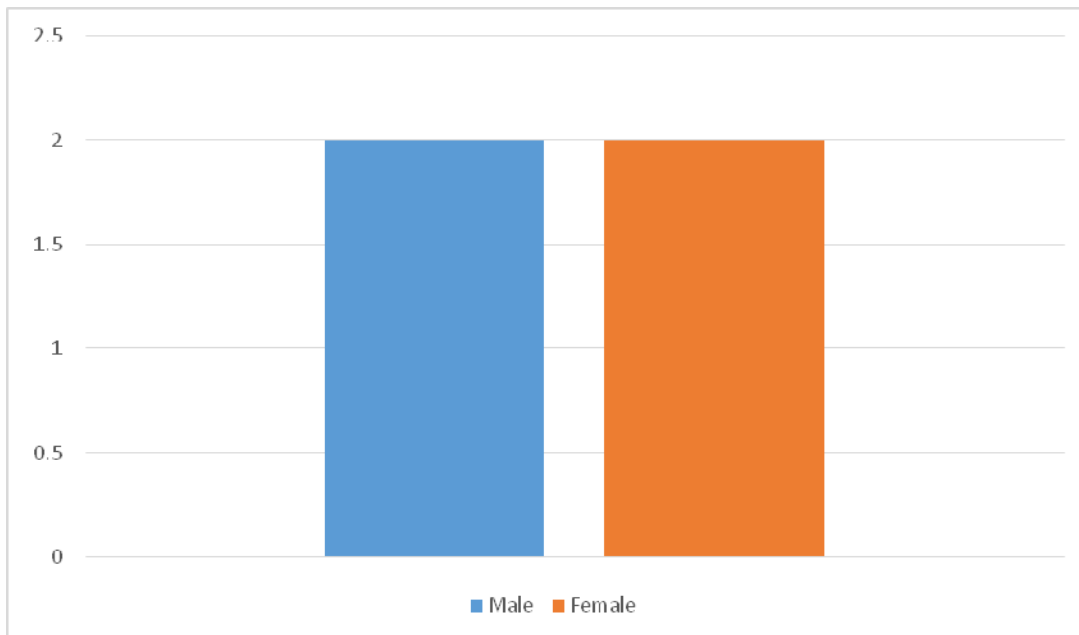


Source: Findings from research (2017)

From the graphical presentation above, it showed that, three (3) management personnel who participated in the study and responded to the questionnaire were between the ages of 45-48. One management personnel who participated in the study and answered the questionnaire(s) is 50 years of age.

Figure 4.3.3 gender of management personnel who participated in the study

Table 4.3.3 gender representation for management personnel



Source: Findings from research (2017)

From the above (Figure 4.3.3) it is depicted that, the four (4) management personnel who participated in the study and answered the questionnaires, 2 males and 2 females participated. The findings established that there was equal representation in gender from the management personnel who responded to the questionnaire(s).

4.3.4 Educational qualification(s) of the management personnel who participated in the study

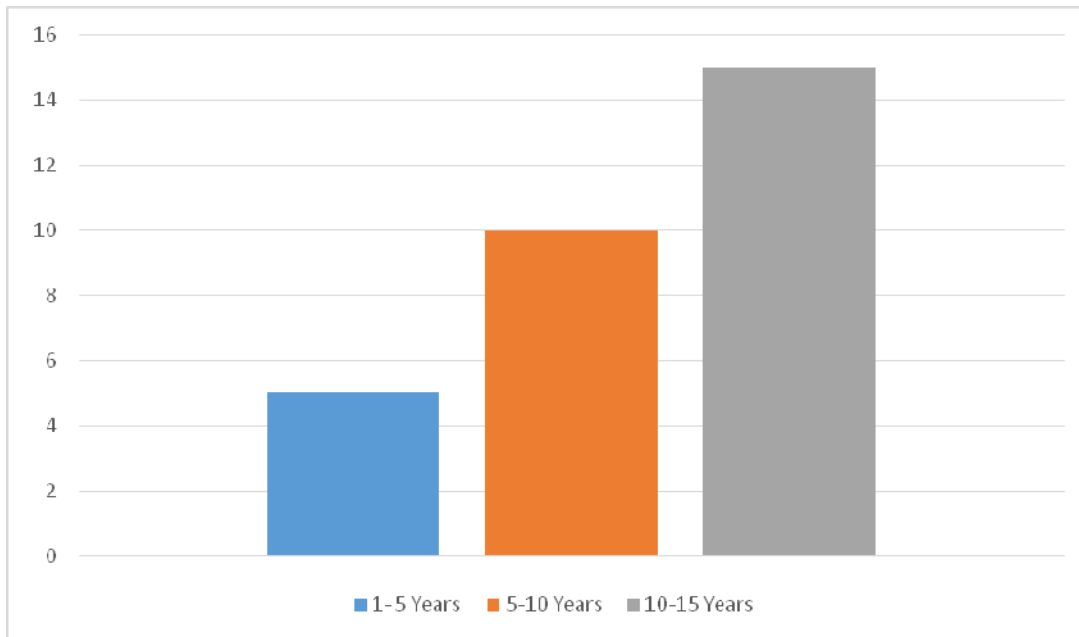
SCALE	RESPONDENTS
MASTERS DEGREE	2
POST GRADUATE DIPLOMA	2
TOTAL	4

Source: Findings from research (2017)

The above (Table 4.3.4) showed that, the four management personnel who participated in the study and responded to the questionnaire(s), 2 participants have possessed Master's Degree(s) as educational qualification and the remaining 2 participants have Post Graduate Diploma(s) as educational qualification.

4.3.5 The number of years that management personnel who participated in the study have worked at the Ministry of Works and Transport

Table 4.3.5 the number of years that management have worked at the Ministry of Works and Transport



Source: Findings from research (2017)

From the graphical presentation above, (Figure 4.3.5) showed that, one management personnel who participated in the study and answered the questionnaire has worked at the Ministry of Works and Transport Head Office in Windhoek for 5 years. Another participant who is a management personnel has worked for 10 years at the same Ministry. The remaining 2 participants who were also management personnel and participated in the study have worked at the Ministry of Works and Transport Head Office in Windhoek for 12 to 15 years. Again, all the four management personnel who participated in the study mentioned that, they have been in management position from 4 to 7 years but have worked in the Ministry for the number of years as indicated above.

4.3.6 TYPE OF PERFORMANCE APPRAISAL SYSTEM BEING USED IN THE PUBLIC SECTOR IN NAMIBIA

During the study, all four management personnel who participated in the study and responded to the questionnaire at separate sections in their office premises answered that the performance management system used in the public service in Namibia is based on one on one ratings by the supervisor and subordinate as specified in the performance appraisal guide signed in 2013.

4.3.7 PERCEPTION ABOUT THE PERFORMANCE APPRAISAL SYSTEM USED IN THE PUBLIC SECTOR IN NAMIBIA

All four management personnel who participated in the study and responded to the questionnaire had different perceptions towards the performance appraisal system used in the public sector in Namibia. Two of the management personnel mentioned that, the performance appraisal system seems to be effective on paper but in practice it does not really reflect how the individual and the organisation in the public sector perform as the system is complicated and the senior officials in government do not collaborate with subordinates. With this it, it will be difficult for the appraisal system to be a success. One management personnel who participated in the study and answered the questionnaire stated that, the performance appraisal system is to improve performance of staff members working in the public sector and also to be held accountable based on set out targets. The remaining management personnel indicated that, the performance appraisal system is linked to strategic planning and decisions on individual performance on each employees from the management to subordinates on assigned responsibilities and activities.

4.3.8 Table 4.3.8 results from management personnel who participated in the study and indicated agree or disagree if the appraisal system in Namibia is effective or not

SCALE	RESPONSES
AGREE	0
DISAGREE	4
TOTAL	4

Source: Findings from research (2017)

From the (Table 4.3.8) it depicts that, all the four management personnel who participated in the study and responded to the questionnaire disagree that, the performance appraisal system used in public sector in Namibia is not effective.

4.3.9 REASONS FOR INDICATING THAT THE APPRAISAL SYSTEM USED IN THE PUBLIC SECTOR IN NAMIBIA IS EFFECTIVE OR NOT

Divergent views were provided as reasons for indicating that, the appraisal system is not effective by the four management personnel. One participant answered that, it is not effective because the appraisal system is yet to be realistic, as the assessments are just formality and do not reflect what a staff member is doing. Another, participant stated that, the appraisal system is mainly focusing on competency and results approach thus neglecting the behavioural aspect to performance. Again, one participant who is part of management personnel who responded to the questionnaire, stressed that, the appraisal system could be done on electronic to measure individual, departmental and organisation as a whole as the manual cannot do this. The remaining one (1) participant expressed that, the appraisal system is not effective as it does not focus on any reward format.

The study establish that all the management personnel who participated in the study (4 in total) mentioned that, the appraisal system used in the public sector in Namibia is not effective and provided the above reasons as issues to be considered by the authorities.

4.3.10 Table 4.3.10 the need for modern methods of performance appraisal system to be introduced in the public sector in Namibia

SCALE	RESPONSES
360 DEGREE	2
ASSESSMENT CENTRE	0
MANAGEMENT BY OBJECTIVE	2
TOTAL	4

Source: Findings from research (2017)

From the table above (table 4.3.10) it showed that, two management personnel who participated in the study indicated that, 360 Degree performance appraisal system should be introduced in the public sector in Namibia and remaining two participants who are also management personnel mentioned that, Management by Objectives (MBO) performance appraisal system should be introduced in the public sector in Namibia.

The two management personnel who indicated that 360 Degree of appraisal system should be introduced in public sector stated that, it brings employees participation in the performance appraisal system as the employees are involve in evaluating each other within a specific period of time. The remaining two mentioned that, Management by Objectives (MBO) should be introduced in public sector, stressed that, Management by Objective (MBO) performance appraisal system brings management and subordinates in particular to be part and parcel of decisions taken within the departments and the organisation as a whole and work towards achieving that.

4.3.11 THE REWARD SCHEME EMPLOYEES THINK IS APPROPRIATE AFTER ASSESSMENT ON PERFORMANCE APPRAISAL SYSTEM

During the study, three management personnel who participated and responded to the questionnaire, stated that, recognition is appropriate reward scheme for employees. One (1) participant who was part of the three management personnel who stated the above, mentioned that, a recognition in reward scheme such as educational grant for good performed employees to further their studies is a motivating factor for employees who work harder. Another, participant who also stated that, recognition will be good reward scheme, expressed that, a recognition with a certificate for job well done will encourage employees to perform better. Again, one (1) management personnel who indicated recognition opined that, recognition in form of promotions(s) to employees who performed well after the assessment is good to serve as a motivation for them to continue to work hard. The remaining one (1) management personnel who participated in the study and answered the questionnaire, mentioned that, monetary reward is a good scheme as money in a form of bonus and salary increment serves as motivation for employees to work hard.

4.3.12 Table 4.3.12 do the measures in place for the performance appraisal system in the public sector in Namibia make it effective

SCALE	RESPONSES
NO	4
YES	0
TOTAL	4

Source: Findings from research (2017)

From Table 4.3.12 as shown above, all four management personnel who participated in the study responded to the questionnaire indicated NO, the measures in place for performance appraisal system in the public sector in Namibia makes it ineffective.

4.3.13 REASONS FOR PROVIDING THE ANSWER IN (QUESTION 11) ON WHETHER THE MEASURES PUT IN PLACE FOR THE PERFORMANCE APPRAISAL SYSTEM IS EFFECTIVE

In response from the questionnaire, the four management personnel who participated in the study and answered the questionnaire, all four management personnel indicated NO and stated that, the measures in place for the performance appraisal system in Namibia is ineffective. From the reasons provided for indicating NO, two management personnel answered that, because the process is designed by management and imposed on the employees and does not attempt to link performance to rewards.

One management personnel who was part of the participants in the study, mentioned that, performance appraisal system used in Namibia is not yet realistic in terms of measures as most of the employees do not even know the procedures, and there is the need to educate and give the employees enough education before it started. The remaining one management personnel gave the reason that, we are moving towards an era of technological advancement. The

participant suggested that the public sector should consider having an automated performance system.

4.3.14 Table 4.3.14 advising management about a particular appraisal system which can be used in the public sector in Namibia

SCALE	RESPONSES
YES	2
NO	2
TOTAL	4

Source: Findings from research (2017)

The above table 4.3.14 showed that, two management personnel who participated in the study and responded to the questionnaire answered YES, they have advised management personnel about a particular appraisal system that can be used in the public sector in Namibia. The remaining two management personnel who were part of the participants indicated NO have not advised management personnel on any appraisal system to be used in the public sector in Namibia.

4.3.15 REASONS FOR NOT ADVISING MANAGEMENT ON A PARTICULAR APPRAISAL SYSTEM WHICH CAN BE USED IN THE PUBLIC SECTOR IN NAMIBIA

In responses from the questionnaire, the two (2) management personnel who indicated they have advised management stated that, Management by Objectives (MBO) should be considered, one participant who was part of the management personnel suggested because it brings both management and subordinates to an agreed work schedule. Thus, employees are were of specific target(s) to meet within the timeframe. The other management personnel who also indicated YES said he advised management on an appraisal system to be used in Namibia's public sector, mentioned that, management must introduce a reward-based appraisal system whereby good performers will be given a form of performance bonus in a form of educational grant(s) as this is of one of the effective ways of rewarding employees.

The remaining two management personnel who answered NO have not advised management to introduce an appraisal system but suggest that an automated performance appraisal system should be used in Namibia, because it reduces paperwork, does not involve many employees, it is effectively manage and produces instant results. Also, the appraisal system is favourable.

4.3.16 RECOMMENDATIONS BY THE MANAGEMENT PERSONNEL OF THE MINISTRY OF WORKS AND TRANSPORT IN THE PUBLIC SECTOR IN NAMIBIA ON THE PERFORMANCE APPRAISAL SYSTEM

In responses from the questionnaire, three management personnel who participated in the study answered that, the Ministry of Works and Transport should embarked on monetary rewards and recognition as incentives attached to the appraisal system as there is no clearly stated specific reward system attached to the appraisal system in the public service in Namibia. One participant stated that, the Ministry of Works and Transport should improve the appraisal system to compete favourably with the rest of the world or its neighbours. Adopt strategies that will make the appraisal system more effective and efficient.

CHAPTER 5

CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

This chapter focusses on the discussion of findings from the data that was analysed in the previous chapter (chapter 4). This primarily discusses the findings per the research objectives outlined in (5.2) and the responses that concurs with the literature review. The discussions also incorporated the conclusion(s) drawn from the data analysis and the recommendations made by the researcher based on the conclusions from the key findings under the objectives and the data analysed.

5.2 RESEARCH OBJECTIVES

The general objectives of the study are primarily to establish the effectiveness of the performance appraisal system used by the Namibian government's public sector employees signed in 2013 to find out if the government is achieving the performance results based on the performance appraisal system. The researcher's aim was to find out the effectiveness of the performance appraisal in the public sector using Ministry of Works and Transport Headquarters Human Resources Department in Windhoek as a case study. The main objectives of the study were as follows:

1. To assess the strengths and weaknesses of performance appraisal system used in the Ministry of Works and Transport (MWT).
2. To determine whether the performance appraisal system used in the Ministry of Works and Transport (MWT) has achieved its goals and objectives within the policy framework of the Namibian government.
3. To examine the process that the Ministry of Works and Transport is using when appraising employees performance.

5.3 DISCUSSION OF FINDINGS

This discussions of the findings focused specifically on the responses from the respondents and the findings established in the literature review.

Objectives of the study are as follows:

1. To assess the strengths and weaknesses of performance appraisal system used in the Ministry of Works and Transport (MWT).

Taboka (2004) writing on the strengths and weaknesses on the performance management system in Botswana, mentioned that, the strength of the system is that, there were two sets of training. Firstly, training on mind-set development and change management and secondly, training on strategic plans development skills, as transformation requires a certain mind-set and the people involved in the transformation must be trained.

The associated weaknesses were the delay at the management level where, a minister reviews the progress of the Ministry. The permanent secretary with head of departments and also with the Performance Review Committee reviewing the departments. Lastly a review with the President where he will share different experiences with all permanent secretaries.

From the data analysed in the previous chapter (chapter 4), both non-management and management personnel who participated in the study gave various reasons as strengths and weaknesses of the performance appraisal system used in the Ministry of Works and Transport, when the researcher asked about the participants perceptions on the performance appraisal system.

Similarly, on the strengths and weaknesses Korir, Rotich and Bengat (2015) mentioned that, in 2004 the government of Kenya in partnership with the World Bank introduced the Rapid Results Initiative (RRI) as its appraisal system to be used in the public service. The objective was to create a sense of urgency, address personnel challenges and clearly defined success. The

implementation process as indicators were strategic plan and annual work plan within organisation and as a result leader, strategic leader and team leaders were appointed for each area. Basically this was a supervisor and subordinate appraisal system.

The strengths were that, it generates progress and creates momentum as an overall strategic objective of the organisation and it also stimulates insights on implementation challenges and risks. The weaknesses that were involved were that initiatives were run as a pilot within the National Aids Control Council and the Ministry of Water & Irrigation and it was running at a very slow pace.

Another 25% of the management personnel who said the performance appraisal system is good, indicated that, the performance appraisal system is linked to strategic planning and decisions on individual performance on each employee from the management to subordinates on assigned responsibilities and activities.

On the weaknesses 32% of the respondents to the questionnaire who were non-management personnel stated that, the performance appraisal used in the Ministry of Works and Transport is weak, as favouritism is the overarching theme in the appraisal system. Also, 16% of the participants who were non-management personnel expressed that, the performance appraisal system is weak because it has no incentives to motivate employees and has challenges such as changing mind-set and does not look at the behavior approach, only centred on input and output based on set out targets.

One (1) participant of the 16 % of the respondents who indicated the above answer stated that, the appraisal system in the public sector in Namibia has challenges such as personnel biases between the appraiser and appraisee, ambiguity, the system is timely, not participative, special efforts and initiatives are not recognised at the time of the appraisal. The appraisal is not seen

as motivating tool and there is poor commitment to the system on the part of the public sector employees.

Twelve percent of the participants from the non-management personnel, answered that, fear over-shadow the evaluating performances of departments, individuals and overall the organisation to ensure that objectives are met. The remaining 15% of the participants, simply stated that, employees at the public sector must be rewarded.

2. To determine whether the performance appraisal system in the Ministry of Works and Transport achieved its goals and objectives within the policy framework of the Namibian government.

On the appraisal system within the policy framework of the government. The government of Kenya (GOK, 2007) expressed that, reform agenda was enhanced by government when the Result Based Management approach was introduced. This was to ensure that efficient management of public service is achieved and acquire the driving force for the broader public service reforms are being undertaken to improve performance and service delivery. The reform strategies the government has adopted since 2003 in order to improve service delivery in the public service include; rapid results approach, contracting citizen, transformative leadership, values and ethics, institutional capacity building.

Again, according to Balogun (2003) writing on the policy framework within government appraisal system in Ethiopia states that organisations that use annual evaluations should strongly consider adding other tools. Self-review systems are commonly believed to have positive benefits. This is because such tools often prompt individuals to monitor and manage themselves. Performance appraisal system is often taken to be fundamental to delivery of improved services. Emphasis on performance appraisal for delivering of results is undoubtedly influenced by the basic assumption of performance management which lies in its professed

ability to unite the attention of institution members on common objective and galvanize them towards the attainment of this objective (in conformity with Kenyan government policy framework).

Also, Taboka (2004) stated that, in 1999, Botswana introduced performance management strategy, (the appraisal system), with the following components of decentralization of personnel management system and performance management as a new reform initiative unlike the previous reform initiatives. The performance appraisal system was conducted quarterly and this was simply supervisor's appraisal system with incentive attached to good performers. The objective(s) is to enhance the capacity of the public service to deliver efficiently and effectively and to improve the capacity of public servants to be more productive. The key indicators were to motivate human resources in the transformation process and job standards. From the above, it shows that Botswana policy framework of performance has incentives attached.

All the non-management personnel (28 in total) 100% who participated in the study answered that, the type of appraisal system used in Namibia is a performance management system based on the supervisor/subordinate appraisal system. Twenty percent of the respondents who gave the above answer stated that, the performance appraisal system is in line with the performance management system that was ushered in August 2011 and its results are based on a collective performance system and rating scale involving self-appraisal and obviously a manager/supervisor appraisal system.

Also, all the four management personnel equated to 100% of the management personnel who participated in the study and responded to the questionnaire at separate sections in their office premises answered that, the performance management system used in the public service in Namibia is based on one on one ratings by the supervisor and subordinate as specified in the performance appraisal guide signed in 2013.

The study established that, the management/supervisor appraisal system between staff (subordinates) and supervisor are specified in My Guide to Performance Management in Public Service in Namibia. Like the case in Swaziland though decisions are taken by both subordinate/manager to meet targets in Management by Objectives (MBO) appraisal system, the case in Namibia, Swaziland, Kenya and Botswana the study can confirm they have subordinates/supervisor appraisal system as discussed above.

3.To examine the process that, the Ministry of Works and Transport (MWT) is using when appraising employees performance.

Confirming from the literature about the processes the Ministry of Works and Transport is using when appraising employees. In the literature, Harvey and Brown (2001) as cited by Swanepoel et.al (2015), describe Management by Objectives (MBO) technique as being practiced in South African firms to identify organisational goals at all levels and to encourage participation in setting the standards of evaluating subordinate performance. Participation in the goal-setting process allows managers to control and monitor performance by measuring results against the objectives employees helped to set. This method typically entails;

- Supervisors and employees mutually establishing and discussing specific goals and formulating action plans.
- Supervisor aiding and coaching their employees to reach their goals and
- Each supervisor and employee reviewing at a present time the extent to which objectives have been attained.

The shortcoming is that, as a result-based method of appraisal, MBO typically does not address the how of performance and this therefore unable to appraise whether achievements are really the outcome of individual excellence of external factors.

Again, on the process of performance appraisal system concurring in the literature, Swanepoel *et.al*, (2015), opined that, Management by Objectives (MBO) is a system of management that focusses on setting and integrating individuals and organisational goals, but the process can also be used for evaluating performance.

Also, Chandramana (2008) writing on the graphic rating scale and its processes in the appraisal system, stressed that, this method is also known as the linear rating scale and it is one of the oldest and most widely used methods. This method is also used whereby an employee is evaluated on several traits that include the following; punctuality, leadership, initiative, dependability, decisiveness, emotional stability, maturity, coordination and quality of work. The supervisor rates the employee on a scale using a numerical value or it can be expressed in terms of descriptions such as good or poor.

Kumar and Sharma (2000), opined that, one of the modern methods of the appraisal system used in Swaziland is Management by Objectives (MBO) and expected results as a guide for operating the unit and assessing the contribution of each of its members, where staff members and supervisors' objectives are assessed as part of self-appraisal methods. Twenty eight non-management personnel who participated in the study answered that, the type of performance appraisal system used in Namibia is the performance management system based on supervisor/subordinate appraisal system.

In addition, Swanepoel, Erasmus and Schenk (2012), stated that, an assessment centre is a procedure originally adopted to assess managerial potential. It is an assessment method that consist of standardized evaluation of behavior based on multiple measures such as in-basket exercises, paper and pencil ability tests, leaderless group discussions, stimulations and personality questionnaires. Strictly, speaking an assessment centre is designed to appraise the individuals current managerial ability rather than their past performance.

The same authors above, stipulated that, in the South African context, assessment centers enjoy a relatively high level of popularity and well-known companies that are using assessment centre technology include Clover, Frito-Lay, Liberty Life, SABC, Santam, Stellenbosch Famers Winery and Vodacom. Despite its potential advantages, the assessment centre has fundamental shortcomings as a practical performance appraisal technique for all levels of employees. Such limitations emanate from the inherently costly nature of the procedure, its overwhelming emphasis on managerial jobs and its exclusive future orientation.

During the study, the researcher intended to establish the processes of appraisal system used in the Ministry of Works and Transport to determine its effectiveness using the questionnaire. From the data analysed, 32% of the respondents to the questionnaire who are non-management personnel indicated agree to the appraisal system in public sector in Namibia is effective because it improves accountability on the part of public service employee. Staff members are aware of the significance of the appraisal system as it serves as a criterion for probation and provides guidelines for managing in public sector in terms of the processes.

Thirty two percent of the participants stressed that, the appraisal system is effective because the organisation performance is measured by its revenue and growth as well as providing room for annual review. The remaining 68% of participants who are non-management personnel, disagree that appraisal system is not effective and gave divergent views for providing the answer that appraisal system is not effective in terms of the process.

The 68% of the respondents stated that, the appraisal system does not address situations at workplace in Namibia, the management do not provide feedback as there is no evidence of monitoring and evaluation. Again, the same 68% of the of the respondents mentioned that, the appraisal system is not effective as it lacks reward and motivation which makes it ineffective

and defeats the purpose of the appraisal system in the Namibian public sector as the employees do not understand the process.

Lastly, the same 68% the respondents who stated the above, opined that, the appraisal system is not effective because it lacks targets and agreements and not all employees are assessed. Besides, fear on the part of the employees because of biases and favouritism is causing resistance from staff members between the appraiser and appraisee.

In addition, 100% of all the management personnel who participated in study and answered the questionnaire stated that, the appraisal system used in the Ministry of Works and Transport is not effective because of the process, and gave the following reasons.

Twenty five percent of the participants answered that, it is not effective because the appraisal system is yet to be realistic, as the assessments are just formality and do not reflect what a staff member is doing. Another 25% of the participants stated that, the appraisal system is mainly focusing on competency and results approach thus neglecting the behavioural aspect to performance. Again, 25% of the participants who is part of management personnel who responded to the questionnaire, stressed that, is not effective as it does not focus on any reward format. The remaining 25% of the participants expressed that, the appraisal system could be done on electronic to measure individual, departmental and organisation as a whole as the manual cannot do this.

The study established that, a higher percentage 68% of the respondents who are non-management personnel and all 100% management personnel mentioned that, the appraisal system used in the public sector in Namibia is not effective in terms of the process and provided the above reasons as an issue to be considered by the authorities.

5.4 CONCLUSIONS

The study sought to investigate the effectiveness of performance appraisals in the public sector in Namibia, using the Ministry of Works and Transport, Human Resources Department at the Head Office in Windhoek as a case study. The main conclusion of the study is as follows:

From the findings through the data analysis, the study can conclude that, all the respondents who responded to the questionnaire (32 in total) 100%- both non-management and management personnel, confirmed that, the performance appraisal system in Namibia is based the on manager/ subordinate appraisal system.

The study showed that, 80% of the respondents who were non-management personnel indicated that, the measures for the implementation of the appraisal system is not effective because is new employees in the public sector do not understand the processes and this was supported by all 100% of the management personnel who participated in the study. Fifty percent of the management personnel who mentioned that, measures in place are not effective, stated that, the appraisal system was designed and imposed on the public sector employees by the management.

Again, the study reveal that, the performance appraisal system used in the public sector in general is not effective, 68% of the respondents who were non-management personnel, indicated disagreement and gave a variety of reasons including, the appraisal system is lacking incentives, it lacks targets and agreements, favouritism and does not provide feedback and there is no evidence of monitoring and evaluation. Only 32% of the non-management personnel answered: agree, because it improves accountability and provides guidelines for managing performance in the public sector.

Besides, all of the management personnel who participated in the study, stressed that, the appraisal system in the public sector in Namibia is not effective because the appraisal system is yet to be realistic as some assessments are just a formality.

From the findings it can also be concluded that, 56% of the respondents who were non-management personnel and responded to the questionnaire answered that, monetary reward is an appropriate scheme to reward the public sector employees who performed well after the appraisal and 44% of the respondents who were non-management personnel stated that, recognition as appropriate reward scheme. On recognition as appropriate reward scheme, 75% of the management personnel who participated should be considered in the study indicated recognition being appropriate to support the non-management. Recognition in a form of a certificate and educational grants were some of the schemes the respondents raised.

The study can conclude that, on the modern methods of the appraisal system to be implemented in the public sector in Namibia, 60% of the respondents who were non-management personnel, mentioned that, Management by Objectives (MBO) appraisal system should be introduced because is results oriented and is targeted to achieve objectives set by both supervisor/subordinates. Fifty percent of the management personnel also mentioned that, Management by Objectives (MBO) should be introduced and implemented as a modern method of appraisal as it brings management personnel and subordinates to be part and parcel of decisions taken within the department and organisation. 40% of the respondents who were non-management personnel plus 25% of the management personnel indicated that, 360 Degree should be introduced as it paves way for employees to assess each other during the appraisal system.

The study concludes that, 88% of the respondents who were non-management personnel answered NO have not advice management on a particular appraisal system as the Public

Service Commission is responsible, also the line authority does not allow that. Twelve percent of the respondents who were part of non-management personnel indicated supervisor appraisal system in the Namibia's Public Service Guide 2013 should be maintained but calls for extensive training and education to be given to the employees. All 100% of the management personnel indicated YES have advised management on a particular appraisal system. One (1) management personnel has advised on Management by Objectives (MBO) as it brings management and subordinates to an agreed work schedule, the remaining three (3) has advised that, reward scheme should be attached.

5.5 RECOMMENDATIONS

Since all the participants who participated in the study and responded to the questionnaire both non-management and management personnel (32 in total) provided independent views on the effectiveness of the performance appraisal system used in the public sector in Namibia, the following recommendations emerged from the findings:

1. The Office of the Prime Minister should provide extensive education and training to the public sector employees in Namibia on the measures to apply on implementing the performance appraisal system.
2. The researcher recommends that, the government of the Republic of Namibia should provide a reward scheme to the appraisal system as an incentive for good performers at the end of the assessment(s).
3. Modern methods of the performance appraisal system such as Management by Objectives (MBO) should be considered as they brings managers/subordinates together in decisions that affects departments and organisation as a whole.

5.6 AREAS FOR FUTURE STUDY

The researcher recommends that, further studies maybe conducted by researcher(s) who are interested in the area of performance appraisal system using different case studies.

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APPENDIX A

Questionnaire for Management Personnel and Non-Management Personnel at the Ministry of Works and Transport Human Resource Department at the Head Office.

SECTION A: PERSONAL INFORMATION

Question 1

I amYears old

Question 2

My gender is Male Female

Question 3

I have grade 12 School Certificate Diploma Bachelor's Degree Masters

Question 4

How many years have you worked in this Organisation? Please, state the years

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SECTION B: PERFORMANCE APPRAISAL SYSTEMS AND ITS EFFECTIVENESS

Question 5

What type of performance appraisal system is being used in the Public Sector in Namibia?

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Question 6

What is your perception about the performance appraisal systems being used in the Public Sector in Namibia? Please list

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Question 7

Do you Agree Strongly Agree Disagree that such appraisal system is effective?

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Question 8

State the reason why you choose the answer in Q7.

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Question 9

Do you think modern methods of performance appraisal systems should be introduced and added to the list in Question b, such as:

- 360-Degree
- Assessment Centre
- Management by Objectives (MBO)

Question 10

What reward scheme do you think is appropriate for employees after the assessment and why?

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Question 11

Do you think the measures put in place for a performance appraisal system in the Public Sector, is effective?

Yes No

Question 12

Give reasons for the answer you indicated in Q11? Briefly, state the reasons

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Question 13

Have you ever advised the management department about a particular appraisal system, which can be used in the Public Sector?

Yes No

Question 14

If yes, briefly state the reasons

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Question 15

Do you have any suggestions/recommendations for appraisal systems to be effective in the Public Sector in Namibia?

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REPUBLIC OF NAMIBIA

MINISTRY OF WORKS AND TRANSPORT

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PERSONNEL MATTER/CONFIDENTIAL


Ms. Helena T Tobias
Human Resource Policy Analyst
Office of the Prime Minister
BPI House
WINDHOEK


Dear Ms. Tobias,

REQUEST FOR PERMISSION TO CONDUCT A RESEARCH AT THIS MINISTRY: YOURSELF

1. Kindly be informed that permission has been granted for you to conduct a research at this Ministry as per your request dated 28 March 2017.
2. It is trusted that you will share the outcome and recommendations, emanating from your study with this Ministry and the Public Service at large as promised.

Yours sincerely,


.....
WILLEM GOEIMANN
7 PERMANENT SECRETARY





The Rev. Dr. Greenfield Mwakipesile

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LANGUAGE & COPY-EDITING CERTIFICATE

20th October 2018

**RE: LANGUAGE, COPYEDITING AND PROOFREADING OF HELENA TAUHULU TOBIAS'
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 **HELENA TAUHULU TOBIAS'** Thesis for the **MASTER OF BUSINESS ADMINISTRATION DEGREE** entitled: **AN INVESTIGATION INTO THE EFFECTIVENESS OF THE PERFORMANCE APPRAISAL SYSTEM IN THE PUBLIC SECTOR IN NAMIBIA - A CASE STUDY OF MINISTRY OF WORKS AND TRANSPORT HUMAN RESOURCE DEPARTMENT AT HEAD OFFICE IN WINDHOEK**

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

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

Please feel free to contact me should the need arise.

Yours Sincerely,

The Rev. Dr. Greenfield Mwakipesile



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