



Performance Management

Elixir Performance Mgmt. 86 (2015) 35043-35049

Elixir
ISSN: 2229-712X

Examining the Implementation Process of the Employee Performance Management and Development System (EPMDS) at a Kwa-Zulu Natal Public Hospital

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ARTICLE INFO

Article history:

Received: 23 July 2015;

Received in revised form:

31 August 2015;

Accepted: 10 September 2015;

Keywords

Performance management,
Evaluation,
Appraisal,
Development,
Implementation.

ABSTRACT

This research evaluates the effectiveness of the process of the employee performance management and development system at a public hospital in Kwa- Zulu Natal, so as to identify the limitations and recommend appropriate remedial measures. A qualitative research method was used for this study. Respondents were interviewed using a standard set of questions that were compiled in the form of a questionnaire. Using purposive sampling, 15 participants were selected and interviewed from a target population of 1200 employees from the Hospital. Findings from this study indicated that the employee performance management and development system has impacted positively on the overall performance of the Hospital in Kwa-Zulu Natal (KZN), however, it was noted that these benefits are being marred by certain limitations, which include dissatisfaction of employees, lack of genuine commitment, inducement of conflicts, and poor improvements in performance. On this basis, it was recommended that the management of the Hospital should consider using measures that train and develop their evaluators on the key concepts in performance management and development, ensure the defining of appropriate goals and objectives during the planning process, fairness and equity during evaluation and rating of the employees' performance, communication, the allocation of sufficient funds for accomplishing activities related to performance management and development, and constant review of how evaluators conduct evaluations.

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Introduction

According to Bakker and Demerouti (2008:209) performance management is a systematic process of applying a set of interrelated strategies and techniques in measuring and managing the performance of the individual employees, teams and the organisation at large, to ensure that the defined strategic objectives and goals are achieved. These authors construe that performance management is to a significant extent, a technique for controlling the process of accomplishing activities in the modern organisation. They attribute their arguments to the fact that performance management just like any other control techniques enhances the identification of the deviations of the process of accomplished activities from the prescribed strategic plan. Bakker and Demerouti (2008:209) posit that such early identification of deviations enables the managers to apply intervention measures to make the necessary corrections before the deviations turn grave and becomes costly to reverse. These authors further state that performance management does not only enhance the control of the process of activities, but also strives to ensure that employees individual needs as well as the needs of the team are aligned with the overall organisational strategy.

Research Background

The research setting is a public hospital which is a regional and district hospital with 508 beds situated in Kwa-Zulu Natal. This hospital serves an estimated population of 26 739 people, with a vision to achieve optimal seamless service delivery. Although the roots of the concept of performance management and development are traceable in the private sector, it has increasingly been adopted by the public sector as a primary tool

for evaluating and improving employee performance, so as to influence the improvement in service delivery (Stewart, 1986:30). In the South African Government context, the first evidence of performance management was seen as the 'mainstreaming' of performance management in the White Paper on Local Government (1998). The White Paper on Local Government (1998) proposed the introduction of performance management systems to local government as a tool to ensure developmental local governance. This was followed up in 2001 with the promulgation of Performance Management Guide for Municipalities and the General Key Performance Indicators for Local Government (July 2001) as well as in 2002 the Department of Public Service and Administration's Draft Guide: Performance Management and Development (GP 5/7 1). The Guide on Performance Management and Development, issued by the Department of Public Service and Administration, was designed to help departments understand the implications of the new public service policy context for performance management and development, to develop an effective departmental policy on performance management and development that links individual performance to the goals of the department in a way that is relevant and appropriate to the needs and circumstances of each specific department, and to design, implement and use a system for individual performance management and development that is appropriate, relevant and effective.

As far as the South African Department of Health is concerned, the first attempt to emphasise performance management and development in the health department was by the Public Service Commission. As part of the initiative to improve the monitoring, evaluation and control of activities in

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the public service, the government, through the Public Service Commission introduced the performance management and development system (The Public Service Commission, 2008; Sangweni, (2008). The health department is part of the public service, and therefore, it is susceptible to a performance management and development system which applies to the entire public service. According to Sangweni (2008), the introduction of the performance management and development systems for senior managers in the public service created the much needed process through which managers can be systematically evaluated and held accountable for their performance. Constant evaluation and monitoring is considered essential due to the fact that senior managers in the health department are entrusted with public funds through which government seeks to improve quality health services for all. However, a Survey conducted by the Public Service Commission in 2007 in the Eastern Cape demonstrated that there was some low level of compliance with the performance management development process.

In the North Western Province, the Survey revealed that compliance was uneven across departments. The areas identified as problematic included; lack of systematic monitoring to ensure that all senior managers enter into performance agreements on time, the quality assurance of performance agreements to ensure that they meet the required standards, and regular performance reviews to ensure the provision of feedback. The inculcation of a culture of accountability for performance by the senior staff among the lower employees was also found to be significantly lacking.

The study also revealed that most performance agreements did not reflect applicable Batho Pele principles against key results areas and core management concepts. With regards to performance management and development, senior managers are expected to identify key results areas and incorporate the applicable Batho Pele Principles. The Batho Pele principles cuts across key result areas, and are used to define the kinds of health services which each key result area is expected to deliver, according to Bradshaw, Norman, Lewin, Joubert, Schneider, Nannan, Groenewald, Laubscher, Matzopoulos, Nojilana, Pieterse, Steyn, Vos, & Assessment Collaborating Group, a., (2007:643). The Batho Pele principles are also utilized when performance assessments are conducted. However, the performance agreements which were analysed by the Public Service Commission demonstrated a significant level of non-compliance with the Batho Pele principles and the required key results areas. The Department of Health only scored 33% as compared to the Finance Department's 96%. Further results of the study revealed that most performance agreements did not include personal development plans. The inclusion of personal development plans in the performance agreements, according to the Public Service Commission (2008) is compulsory. In that regard, senior managers and their supervisors should agree on the steps to be taken to address the developmental gaps and the data at which the review of progress can be done.

In a bid to improve the performance of the entire South African public service system, President Zuma used his prerogative to create the Department of Performance, Monitoring and Evaluation in 2009. The government then outlined 12 critical outcomes which must be achieved. These critical outcome goals were associated with measurable outputs which must guide performance agreements with ministers and inter-ministerial coordination arrangements. In effect, data collection is being improved to monitor outcomes and measurable outputs, and progresses are also evaluated by the

government/president bimonthly. Whether there is a significant correlation between the establishment of the Department of Performance, Monitoring and Evaluation and the improved South African Public Health Care performance is what remains questionable. Nonetheless, there has been the establishment of monitoring units in all departments, and the department of health inclusive, in order to ensure the continuous monitoring and evaluation of activities. Although their separation from the implementation hierarchy is essential to help ensure their independence, it has also turned to be a hindrance to their effectiveness (Presidency, 2010; Improving Government's Performance, Developing the Medium Term Strategic Framework (MTSF) into a set of key outcomes with measurable & agreed interventions; Statistics South Africa, 2009; the National Department of Health Strategic Plan 2010/2011-2012/2013).

During the monitoring and evaluation stages, the separation often makes it difficult to collect basic data on implementation inputs and outcomes. In addition, empirical research revealed that the findings are often late, incomplete, and not automatically fed back into improving operations (Department of Health, 2006, Electronic Record National Strategy). Many departments know little about what policies and programmes are working, which are not and why. Instead, responses to failed programmes often focus on establishing new programmes and sub-departments, worsening coordination and increasing fragmentation which makes control of activities difficult. Further effort to improve the monitoring and the evaluation of activities is reflected in the Presidential effort to establish a hotline in 2008. This hotline facilitates a process where by citizens are given an opportunity to lay complaints directly. One of the positive effects have so far been in deterring inefficient public health officers from engaging in the inefficient activities with negative effects on public health care service delivery.

However, the success of the Presidential Hotline has been marred by services which are organised as centrally driven silos, and therefore render coordination difficult. Other challenges are; complex procedures, lack of comprehensive operation manuals for implementation, overlapping mandates, authorities and responsibilities, excessively complex Integrated Development Plans. Municipalities prefer to deliver the service themselves due to the onerous requirements for contracting service providers. In other words, as it is demonstrated in the research problem statement in the next section, such challenges are not different from the challenges which are marring the effectiveness of the process of performance management development at the identified public hospital in KwaZulu-Natal.

Problem Statement

The increase in central tendency (average) ratings of employees' performance and its effects at the hospital in KwaZulu-Natal has deprived underperformers (employees who need to be developed) and high performers who qualify for bonuses, or accelerated grade progression. Grobler, Warnich, Carrell, Elbert and Hatfield (2011:263) reports that "despite the enthusiasm regarding performance management by various companies, a survey shows a bleak picture of the way an Employee Performance Management and Development system (EPMDS) is managed and rewarded in South Africa." A survey conducted on 9 leading SA organisations by the University of Stellenbosch's Business School identified the following problems: the negative working culture, the insufficient line management support for EPMDS regarding formal performance reviews like, the lack of follow up of performance reviews, the over emphasis on the appraisal aspect at the expense of

development, the inadequate performance information, and the inadequately maintained objectivity. The problem at the identified public hospital is that EPMDS is not implemented effectively and efficiently. Managers do not have confidence when rating employees for their performance as required by the Employee Management and Development System. Noe, Hollenbeck, Gerhart, and Wright (2008:385) state that employees need feedback in order to improve their current performance.

To be able to give effective feedback, managers need to be able to diagnose the causes of performance problems and take actions to improve and maintain employee performance, therefore giving feedback only is not sufficient. There must be a developmental plan. Employees are not managed or monitored during the cycle after signing performance agreements. There is no follow-up time frame, there is no monitoring tools, and no reports, when doing assessment. This has led to supervisors embarking on average scoring even if the employee scored below average, or above average to avoid conflicts. This deprives the underperformers the opportunity for development, and the outstanding performers the opportunity to qualify for early grade progression. Most employees are given a score of 3 which is defined as average performance. Subsequently, employees who are underperforming (score of 2 denotes performance not fully effective) are not identified so that a development plan can be developed according to individuals' needs, and employees who perform above average (score 4 performance significantly above expectations) are also not managed so that they can be identified for incentives or bonuses as well as early grade progression as it is indicated on the HRM circular no. 35 of 2012, i.e. performance management and development system document. All employees are assumed to be qualifying for pay progression incentive only. Therefore the purpose of the study is to highlight weaknesses in the management of EPMDS in order to identify management gaps so that recommendations can be made to management that will ensure that managers/supervisors adhere to EPMDS policies and employees are rewarded according to their performance standards.

Aim of the Study

The aim of this study is to examine the effectiveness of the process of the employee performance management and development at a public hospital, in order to identify the limitations and the remedial measures that can be implemented at the hospital.

Research Objectives

In line with the primary aim of the research, the entire research process was directed towards the achievement of the research objectives which are to:

- Evaluate the effectiveness of the process of employee performance management and development at the public hospital in Kwa-Zulu Natal.
- Examine the common pitfalls and mistakes in the process of employee performance management and development at the public hospital in Kwa-Zulu Natal.
- Recommend measures for the improvement of the process of employee performance management and development at the public hospital in Kwa-Zulu Natal.

Literature Review

Employee Performance Management and Development in the modern public sector

Organisations

The South African Government in general and the Department of Health in particular follow various steps in

evaluating the performance of employees. This is in line with Bakker and Demerouti(2008:209) who posit that performance management connotes a systematic process of applying a set of interrelated strategies and techniques in the measuring and managing of the performance of the individual employees, teams and the organisation at large to ensure that the defined strategic objectives and goals are achieved. Most government departments begin the process of performance evaluation by identifying stakeholders such as trade unions, peers and immediate supervisor. There are district appraisal teams in each district serviced by the Department of Health in KZN. The aim of the district appraisal teams is to identify stakeholders at that level and ensure that they all buy in the process. Each employee will have a site-level appraisal team constituted by an immediate supervisor, a peer and a representative of a trade union tasked to ensure that the process is carried out procedurally and in line with labour laws of the country.

The identification of stakeholders and preparations that goes into process are in line with Judge et al. (2001:376) who revealed that the three main keys in the employee performance management process include planning and setting of the goals that must be achieved through performance management in alignment with the overall organisational goals and objectives, the monitoring and evaluation of the progress that the employees have so far made towards the achievement of such goals and objectives, and determining whether compensation or development programmes must be provided. The appraisal teams will also ensure that various participants in each of the hospitals understand and agree on the performance criteria and performance standards as well as linking personal development plans of each employee with the hospital strategies. All of these are included in the timelines and action plans of the hospital and the department at large.

The timeliness of the set goals are determined by the extent to which they are achievable within certain prescribed time framework. Judge et al. (2001:376); Alford and O'Flynn (2012:66) also agree with Singh (2003:219), that the completion of the setting of the appropriate goals and objectives provides an effective basis for beginning the accomplishment of the activities. Singh (2003:219) explains that when the process of activities' accomplishment begin, it is important that the management continuously measure, monitor and evaluate progress so far made. However, Serfontein (2010:99) and Schmidt (2007:481) share similar views that despite the accomplishment of the process of performance management in accordance with these three main steps, the effectiveness of the performance management is also measured by the extent to which a set of certain techniques are used.

The techniques for EPMDS in the modern public sector organisations

The Department of Health generally uses standardised performance appraisal instruments with clear performance criteria. The performance appraisal instruments incorporate the use of the ABC (Antecedent, Behaviour and Consequence) model for behavioural change and the use of a set of different performance appraisal techniques. The ABC model is underpinned by the fundamental argument that performance management is a multidimensional construct. The ABC model prescribes that behaviours can be influenced by examining and influencing what comes before it (ex-ante), and by what comes after the behaviour (ex-post). Antecedents refer to the person, place, things or an event which come before behaviour, and encourages the employee to behave in a particular way, though they only set the premise for behaviour or performance, and do

not control it. Armstrong (2009:218) notes that consequences refer to the things which follow behaviour and can change the probability that the behaviour will reoccur in the future.

The Department of Health also uses different performance appraisal instruments for different post levels of its employees. There are separate instruments for various levels of managers and employees. This is in line with Radnor and McGuire (2004:245) who elaborate that the different types of the individual evaluation methods entail the use of confidential reports, essay evaluation, critical incidents, checklists, graphic rating scales, behaviourally anchored rating scales, forced choice method, and Management by Objective (MBO). All of the above techniques are considered when crafting performance appraisal instruments.

The Effects of EPMS of the Modern Public Sector Organisations

The review of relevant theories implies that the positive effects of performance management and development on the performance of the modern public sector organisations include: the achievement of high performance of the modern public sector organisations, the enhancement of accountability that leads to the improvement in service delivery and the improvement of employee and management competencies. Jamrog et al. (2008:29) posit that it is well confirmed that the use of performance management and developmental measures influences the attainment of high performance in the modern public sector organisations. Meanwhile, Macey and Schneider (2008:10) reveal that the introduction of the concept of performance management in the modern public sector organisations has facilitated the resolving of the challenge that most of the government departments have been facing for decades regarding how to improve performance in all facets that include the efficiency of resources' usage, the delivery of programme outcomes, and the enhancement of transparency, accountability and citizens' participation.

However, Jamrog, Vickers, Overholt and Morrison (2008:29) point out that the extent to which performance management would impact/ influence the improvement of government performance, depends on how the concept of 'one size fits all' is avoided by ensuring that performance management models adopted fit into each of the unique government departments. Performance management in the modern public sector organisations is able to contribute to the achievement of high performance because of its ability to continuously contribute to the improvement of the employee and management competencies. Jamrog et al. (2008:29) elaborate that in high performing public sector organisations, performance management is usually undertaken with the motive of identifying the inhibitors of the employees' performance and then determining training and development measures that must be undertaken. Performance management also contributes to the improvement of accountability in the modern public sector organisations. Despite these positive effects of performance management and development, authors such as Chen and Chiu (2009:474), the Australian Government (AGRAGA) (2010) and Clardy (2007:339) point out that the process for the effective accomplishment of performance management in the modern public sector organisations is still undermined by a number of limitations.

Factors that limit the implementation of the measures for EPMS in the Modern Public Sector Organisations

The factors that limit the implementation of the measures for employee performance management and development in the

modern public sector organisations include; lack of appropriate principles for performance management and development, poor alignment of performance management processes with the strategic goals and risks of rater's errors in performance measurement. Clardy (2007:339) argues that although empirical research indicates that the concept of performance management and development has been widely integrated in the modern public sector organisations, its effectiveness remains widely limited due to lack of its structuring along certain principles. He reasons that while it is true that there are no uniform principles for ensuring the successful accomplishment of performance management, it is a prerequisite that it must be developed and applied in accord with certain principles.

The Australian Government (AGRAGA, 2010) and Clardy (2007:339) revealed that for performance management and development to be effectively accomplished in the modern public sector organisations, there must also be clear articulation and promotion of the key human resource management principles and values. They highlight that the human resource management principles which must be considered during the design of the performance management system include fairness, equity, ethical conducts, efficiency, flexibility and accountability. In addition to lack of appropriate principles for performance management and development, McBride (2008:69), Osborne (2010:229), and Pablo, Dewald and Casebeer (2007:687) also note that poor alignment of performance management processes with the strategic goals can also undermine the effectiveness of performance management and development in the modern organisations. They posit that such approach demotivates the employees as they fail to note the areas that they have been performing better or poorly so as to determine how to improve. Hand in hand with poor alignment of performance management processes with the strategic goals, Noe et al. (2008:381) also noted that risks associated with rater errors in performance management can also mar the effectiveness of performance management in the modern organisations.

Research Methodology

A qualitative research method was used for this study. Respondents were interviewed using a standard set of questions that were compiled in the form of a questionnaire. Using purposive sampling, 15 participants were selected and interviewed from a target population of 1200 employees from the public hospital.

Research Findings

The key primary research findings were as follows:

Finding 1. Planning: performance management and development

The primary research revealed that majority of the participants interviewed indicated that they understood the aims of the public hospital's performance management and development system, which were to assess employee performance, improve employee performance and direct attention to key areas for performance improvement. In the details of their elaborations, they explained that they understood that the purpose of performance management and development is to monitor employee performance quarterly or yearly so as to determine the improvement measures that can be suggested to the employees.

However, findings also indicated that some of the participants also noted that there are certain limitations that threaten to mar the effectiveness of performance management and development at the hospital. These limitations that threaten to mar the effectiveness of performance management and

development include poor understanding of the system, poor training, poor implementation and poor impact on employee productivity.

The findings further indicated that some of the employees at the hospital do not have sufficient knowledge about the processes and the techniques which are required for the implementation of performance management and development. They stated that this is reflected in the tendency of the process of performance management to be confused with key performance areas (KRAs) and generic assessment factors (GAFs) which are instead prescribed in performance agreements. In other words, the findings indicate that there are still challenges associated with the overall understanding of the concept of EPMDS and its acceptability among the staff as a performance improvement measure. In addition to the evaluation of the effectiveness of the planning stages of the hospital's EPMDS, the primary research process also evaluated the effectiveness of how the actual evaluation of employees' performance is accomplished.

Finding 2. Evaluations: performance management and development

The primary research indicated that most of the staff at the hospital revealed that they are aware that evaluation is one of the activities that must be conducted during performance appraisal and is defined by the assessment of records and documents, checking employees' work, observation, supervision and frequent visitation. They elaborated that part of the evaluations is accomplished through the assessment of records in order to determine whether all activities have been accomplished or are being accomplished in accordance with the prescribed strategic plan of the Hospital.

Such findings seem to substantiate the secondary research findings in which it was noted that Singh (2003:219) explains that when the process of activities' accomplishment begin, it is important that the management continuously measure, monitor and evaluate progress so far made. Despite the findings highlighting that there is an effective process of evaluation been used at the hospital, participants revealed that there are also certain limitations that are marring the effectiveness of performance management and development at the Hospital. These limitations include leniency, errors in ratings, using evaluation as a tool for conflict, feedback not frequently given, lack of supervisor's confidence and administrative burden.

The study showed that although evaluation is recognised among the managers as important, some of the managers do not have time to continuously complete the evaluation processes which are required in the performance management and development initiatives. In other words, this reflects to some extent a failure of the effective accomplishment of evaluation of employee's performance at the hospital. Research further indicated that one of the challenges that some of the participant's highlighted was a tendency for the managers and supervisors to be more lenient to certain employees. These participants stated that this resulted in their lack of confidence and trust in their superiors, which they believed contributed to the issues associated with performance management and development at the hospital. The results also confirmed that EPMDS is seen as an administrative burden.

According to the primary findings, after completion of the process of performance management and evaluations, top performing employees are given recognition and rewards, promotions and assignment of special tasks. They added that recognition is usually provided in the form of publicly acknowledging the particular employees' performance and achievement during a certain period. The study further noted

that whereas, rewards, recognitions and promotions are usually reserved for the employees who have been performing well more consistently, training programmes and coaching are usually provided to the employees who are identified from the results of performance management to be facing certain challenges.

Nonetheless, the research pointed out that despite the limitations, some of the rewards and recognitions which are provided have been instrumental in influencing the other employees to work harder. However, the overall performance of staff at the hospital is poor. To address this, management implemented the use of a number of training programmes, provided guidance to the employees, and encouraging employees to develop a personal development plan.

Despite the fact that the training and development programmes seem to be effective, the findings of this study indicated that there are certain limitations which are inhibiting the effectiveness of the training and development programmes. These limitations include financial constraints, poor translation of skills into practice, difficulty of balancing work and training and a lack of review.

Recommendations

The following recommendations proposed in order to improve the overall effectiveness of the performance management and development system at the public hospital:

Educating evaluators on key concepts in performance management and development

Management must consider educating evaluators on the key concepts of performance management and development, as the research findings indicated that there is a challenge of understanding the overall performance management system. In order to reverse such a trend, the design of the training and development programme for the supervisors and managers as well as the evaluators will need to focus on enhancing the understanding on key concepts such as the planning of the process of performance management and development. This will need to be accompanied by the explanation of the importance of goal setting and the communication of such goals to the employees. As compared to the present approach, the training and development programmes for the evaluators will also need to explain the different techniques for accomplishing performance management and development, as well as the associated ethical issues which must be considered. By equipping the managers, supervisors and the evaluators with the essential skills and knowledge on performance management and development, the management of the hospital will be able to improve the competencies of the supervisors to effectively guide the employees during the process of performance management and development.

Such a measure will contribute to reversing the present situation in which the primary research indicated that some of the managers, supervisors and evaluators have not been able to demonstrate the requisite competence to thereby affect the overall confidence of the ordinary staff of the hospital in the presently conducted performance management and development. In other words, the effective accomplishment of this training and development programmes will lead to the creating of the environment that would render it possible for the management of the hospital to effectively implement their performance management and development system. This is demonstrated in the fact that it is recommended in this research that after this training and development programmes, the management of the hospital will also need to ensure that the objectives and goals that must be achieved through performance

management and development are also clearly defined during the planning stage.

Ensure the defining of appropriate goals and objectives during the planning process

The Management of the hospital need to clearly define the goals and objectives to be achieved, as the findings of this study indicated that there is a challenge of goal clarity and lack of understanding of what is required. In effect, the clear defining of such goals and objectives would influence the improvement in the ordinary staffs' understanding if clearly communicated. In a bid to ensure that the process of performance management and development contributes to the improvement of the performance of the hospital, the goals and the objectives set will also need to be aligned with the goals of the hospital and the overall goals of the Department of Health. In other words, the effective implementation of such a measure will enable the management of the hospital to solve the present challenge where some of the employees even do not understand why performance management and development is being undertaken when in fact, they already have an assessment programme in place. When an effective performance management and development plan is put in place, the management of the hospital will also need to ensure that the process for evaluation is also fairly and equitably accomplished.

Fairness and Equity during Evaluation and Rating of the Employees' Performance

The prescription of this measure is derived from the fact that the primary research indicated that there is biasness in the process of evaluation with the effect that certain employees are granted scores that they actually do not deserve. By ensuring the process is fair and equitable, the management of the hospital can gain back the confidence and trust of staff, especially those staff who indicated that they had lost confidence in their evaluators. Such confidence is important for the reason that if the employees feel that the comments in the results of performance management and development are fair, they may tend to take it seriously and review their actions.

In other words, such improvement in the employees' confidence will motivate other staff members to work harder as well. In order to ensure that the process of evaluation is fair, the evaluators and supervisors must be educated on the importance of having a fair and a just process of evaluation. This must be accompanied by the prescription of a uniform standard and constant review and evaluation by the superiors so as to ensure that the process of evaluation is being accomplished in the manner which is fair to all the employees. In addition to ensuring that the process of monitoring and evaluation is fair, the management of the public hospital will also need to ensure that the actual rewards and recognitions provided to the employees who are found to be performing well is also fair. The consideration of such a measure must be accompanied by ensuring the effectiveness of communication throughout the process and ensuring that the key steps of performance management and development are followed.

Communication and the allocation of sufficient funds for accomplishing activities related to Performance Management and Development

Management of the hospital must ensure that all communication pertaining to the process of performance management and development is circulated to all levels of staff. Management also needs to ensure that staff have an opportunity to seek clarity on any issues or concerns they might have regarding the process. Through ensuring that effective communication is maintained, the management of the hospital

will be able to deal with certain dissatisfactions and improve the employees' satisfaction with the process, which could positively influence their overall levels of motivation.

Through the effective use of communication the employees will receive immediate feedback in terms of their performance, be it positive or negative. Such communication will ensure two way communication and interaction between the management and employees so that the employees can consult on certain issues and apply immediate corrective and improvement measures.

Constant review of how the evaluators conduct the evaluation

The constant review of evaluators in terms of how they conduct the evaluations is important as it will facilitate the identification of certain biasness and limitations associated with the ongoing process of performance management and development at the hospital.

Conclusion

In a nutshell, this research indicated that the five main steps which are used in the public hospital's performance management and development system includes planning, monitoring, rating, rewarding, and training and development. Further analysis revealed that the limitations that threaten to mar the effectiveness of the performance management and development system at the public hospital included poor understanding of the system, poor training, poor implementation and poor impact on employee productivity. Despite the fact that the interview findings indicated that some effective process of evaluation is used in the process of performance management and development at the hospital, there are some limitations which have already emerged from the process of evaluation which is associated with performance management and development which include leniency, errors in ratings, using evaluation as a tool for conflict, feedback not frequently given, lack of supervisor's confidence and administrative burden. The research also revealed that financial constraints, poor translation of skills into practice, difficulty of balancing work and training, and lack of review were further identified as contributing to the failure of the performance management and development system at the hospital.

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