Title: Effective ways of measuring employee performance: A study of Msunduzi Local Municipality.

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DEDICATION

This dissertation is dedicated to my Mother, Olga Molefe. I would like to show my gratitude to this lady whom I call mom, for all her hard work and contributions she has made in my life. I am where I am because of her. She is a powerful single mother, out of nothing, she made it possible to raise 3 children on your own. I am thereby dedicating this master's dissertation to her as a token of appreciation for everything she has done for me and my siblings. I appreciate her so much, and I want to continue making her proud. Completing this dissertation will mean I have achieved my major goal, and it will open doors for my career. Thank you.

LIST OF ACRONYMS

PA   -   Performance Appraisals

KPI   -   Key performance indicators

EP   -   Employee performance

ROI   -   Return on investment

HR   -   Human Resources

PMS   -   Performance Management System

IDP   -   Integrated Development Plan

SDBIP   -   Service Delivery and Budget Implementation Plan

MSA   -   Municipal Systems Act

MPPMR   -   Municipal Planning and Performance Management Regulations

MFMA   -   Municipal Finance Management Act

OB   -   Organizational behaviour

ABSTRACT

Many factors can contribute to poor performance in the workplace, and they have negative implications in the growth and development of the organization. The leading aim of organizations is to make profits. Hence, having an organization that does not perform well is not acceptable. These dynamics are mostly caused by poor performance. Performance in the workplace is an important variable and it can be measured in line with the standards and objectives of the given company. Poor organizational performance needs to be managed effectively, as it threatens the endeavour of the organization.

This study seeks to investigate effective ways to measure performance obtained from a sample of 50 (Fifty) employees from Msunduzi Local Municipality. It focused on factors that contributed to employee performance in a Local Municipal organization. The purpose of this study is to uncover issues affecting performance, simultaneously it will propose solutions to these issues. It has used a quantitative approach to research, a method that enables the researcher to sum up the results from a small sample group to a larger population. Quantitative research offers the researcher the necessary skills to make a calculated decision on the actions to be taken. A simple random sampling method was used as a method of collecting data from the respondent. Data was stored and sorted in a statistical software used for statistical data analysis, namely, Statistical Package for the Social Sciences (Spss).

The results showed a significant difference in the perceptions of male and female employees regarding all the effective ways to measure performance, respectively, at the 1% level of significance. When it comes to training and development, males were more satisfied while females were less satisfied. However, in terms of allocation of resources, salaries and wages, environmental issues, and attitude, females were more satisfied whereas males were less satisfied. For future reference, the researcher has recommended that the organization should offer more workshops to help educate and train the workers to be more productive and efficient. Moreover, implement new strategies that will be more accessible to the public in terms of proper and quality communication, improve on service delivery, and be transparent to staff members as well as to members of the public in which the municipality serves.

Keywords: Employee Performance; Salaries and Wages; Training and Development; Resources; Environment; Service Delivery; Local Municipality, Production, Success; Performance Appraisals; Measurements; 4 Key Theories of Arousal.

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CHAPTER ONE
A BRIEF INTRODUCTION OF EMPLOYEE PRODUCTIVITY

1.1 Introduction

This research paper investigated the effective ways of measuring employee performance. Chapter one gave a brief introduction to the topic of performance in the workplace. In the first chapter, the problem statement was formulated, which helped to articulate the research questions and objectives for this study. The introduction chapter consisted of the background of the study, the research problem statement, the main research question, research questions and objectives, moreover, the motivation for conducting the research. To further understand the study of performance in the workplace the background knowledge was detailed below.

1.2 Background of the research

Delaney and Huselid (1996) stated that performance is the use of knowledge, skills, experiences, and abilities to perform organizational tasks. They further defined performance as the activities or exercises designed for employees and how these activities are carried out (Delaney & Huselid, 1996). This suggested that performance is measured by different outputs, the knowledge of previous scholars on the concept of performance have articulated the empirical understanding of performance measurements against the organization's set standards objectives. The different indicators of performance were conceptualized by many scholars using the influence of the positivist paradigm that uses large samples to generalize findings of a specific phenomenon (Neuman, 2014).

It is imperative to understand the ideas of previous scholars who gave influence on the concept of performance in the workplace and how performance has evolved over the years. Many scholars sort to discover the complexities of performance using different measurement systems to support their ideas. In this study, the knowledge from previous scholars had a significant role to play in guiding the research process, from the research design that uses scientific techniques and deductive reasoning approaches in understanding the dynamics of performance (Neuman, 2014). The following literature further showed the understanding of performance in the workplace using knowledge and ideas drawn from the book of strategic human resource management.

Guthrie et al., (2009) investigated the impact of a brunch of practices that increase work performance on the individual-level behavioural outcomes, for example, absenteeism and turnover, and on profitability and labour costs. The findings of this study were that high-performance work practices decreased turnover and absenteeism and raised degrees of efficiency (Guthrie et al., 2009). Employee performance involved factors such as 1) quality, which is defined as the degree of excellence, 2) quantity, which was a number or the amount of something, lastly 3) effectiveness, labelled as a degree to which something is successful at providing the desired outcomes Sykes and Venkatesh (as cited in Guthrie et al., (2009). Each organization has its own sets of standards that employees and management must follow. Sykes and Venkatesh (2017) claimed that performance is measured against the defined standards of the organization's desired goals and objectives, policies, and these standards are carefully monitored and assessed by management (Sykes & Venkatesh, 2017).

Performance is measured according to predefined standards and results are projected in numbers thus, this paper used a quantitative approach to measure performance and address issues with poor performance. Problems with poor performance have brought about doubts to both managers and employees (Strebler, Robinson & Bevan, 2001). Having low productivity is not desired by management because organizations aim to make profits. Strebler, Robinson, and Bevan (2001) claimed that addressing issues with poor performance is a controversial matter that many organizations fail to address it. This statement can be used as a generic statement that many organizations are facing problems with poor performance There are a variety of factors that affects performance that will be covered in this chapter

Key Performance Indicators Systems (KPIs) are an influential tool for understanding the change in an organization and how well are employees adapting to the changes brought by performance. Managers frequently use performance indicators to create strategic goals to link them to the diverse teams and roles within the organization (Kuhfahl, et al., 2018). Employees use performance indicators on many issues affecting performance and to accomplish the main goals that are set in the performance plans. Organizations may select diverse models when designing and positioning a performance management system. These models aimed to make things easier by creating metrics and key performance indicators that match the goals of the organization so that they can be used to assess its performance continuously (Kuhfahl et al., 2018).

Key performance indicators are designed to perform certain tasks to produce important functional indicators into a suitable set of management tools. KPIs are often clustered on a computer and it's the objective is to make an assortment or show data needed by managers and organizations (Kuhfahl, et al., 2018). As a result of poor performance, many organizations find it hard to be effective and function properly. The performance of employees of the Msunduzi Municipality, a public institution does not only impact the organization, but also the communities encompassing the district. This then led to the observation that the organization has not been functioning properly leading to an ongoing dissatisfaction of the public regarding the service delivery. This has resulted in the decisions to put the department under administration. The problems faced by the municipality consist of the downfall in service delivery, a looming financial crisis, and accusations of internal sabotage. These have resulted in the government putting Msunduzi Municipality under administration. (Capital Media Report, April 5, 2019).

1.2 Research problem statement

The problems with poor performance in public institutions have negative implications for the members of the surrounding communities. The Msunduzi Local Municipality has been investigated for issues relating to dysfunctionality and that has resulted in members of the public being unsatisfied with the service provided. This study further gave an outline of the problems with the municipality as cited in the recent news. As a result of the problems raised by Pietermaritzburg Chamber of Business CEO Melanie Vanness, said: "there was no alternative, however, but to put the Msunduzi Municipality under investigation, as the organization has gone out to be dysfunctional, it is revealed that this is the second time over the most recent ten years that the organization is being investigated for the problems pertaining fraud". The difficulties faced by the municipality also affect the communities that the municipality serves, discovering solutions to the challenges will not only benefits the department but the members of the surrounding communities too.

The initial problem statement: performance of employees in a selected public sector organization can either increase or decrease the productivity and ensure that members of the communities are satisfied with the service delivery provided by the organization.

This study focused mainly on, salaries and wages, training and development, resource allocation, space allocation as well as employees' attitudes towards performance.

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This research sort to examine the effective ways of measuring employee performance and how these factors contribute to poor or better performance and further impacts on the service delivery. This, therefore, led to the following problem statement: *the understanding of various ways that influence employee performance can lead to excellence in service delivery in a local municipality.*

1.3 Research Main Question:

Can the understanding of various ways that influence employee performance lead to excellence in service delivery in a local municipality?

1.4 Research objectives

This research proposed the following objectives:

- To determine the influence of training and development to employee performance.
- To assess the relationship between resource allocation and its impacts on employee performance.
- To evaluate the role of salaries & wages on performance.
- To determine the influence of environmental issues/ space allocation on performance.
- To evaluate the effect of worker's attitudes and its impact on performance.

1.5 Research questions

This research aims to respond to the following questions:

- How does training and development affect employee performance in the workplace?
- What is the correlation between resource allocation and employee performance?
- Do salaries and wages improve performance in the organization?
- What role is played by the working environment/ space allocation on employee performance?
- How do individual's attitudes influence performance in the workplace?

1.6 Rational/ motivation for conducting this research

Many writers have written about efficient ways of handling employee performance and how high performance can lead to organizations producing high productivity. According to Mihaela, (2015) productivity is an essential variable that ensures that businesses are becoming profitable.

He further claimed that several organizations have resulted in massive losses because of the poor performance of employees as well as managers (Mihaela, 2015). The rationale for conducting this study was prompted by the observation of how performance can influence organizations to be profitable and running efficiently. This study was targeted at assessing the output or outcomes of performance against input such as training and development, salaries and wages, the allocation of resources, the environmental issues, and attitudes as a predictor of performance. Many authors have written quantitative studies to address the issue of performance and assessing performance against other variables, the knowledge brought by previous writers was useful in developing bases of argument articulated in this research. Furthermore, this paper aimed to provide valid and reliable results and ensured that the information obtained represented the entire population by using a sample of fifty (50) respondents from the Human Resources department and Msunduzi Water and Sanitary department.

1.7 The research significance

Conducting this study is important as it adds to a useful understanding of productivity and how to manage performance in these ever-changing organizations. It is important for performance to be measured accurately using systems that can help the organizations obtain profits which leads to organizational success. The results of performance have demonstrated to be a challenge in many organizations, failure to measure performance and obtain high productivity has led to many organizations to be dysfunctional (Mihaela, 2015). This study was designed to discover solutions to the challenges that poor performance can bring to various public sector organizations. Performance management theories have influenced how organizations operate, also driven by the changing nature of organizations from traditional to modern societies and challenges brought by this shift.

This paper used measurements and calculations in discovering the truths about productivity in the workplace. High-performing employees may lead the organization to run successfully and gain a competitive advantage over competitors whereas poor-performing employees may result in company failure and even bankruptcy (Venne & Hannay, 2018). Workers who are not performing well may also cause insufficiency in productivity, which indirectly wastes company resources (Venne & Hannay, 2018). He further adds that it might also result in companies being defeated by its rival. Therefore, this study is of use to the managers and employees to understand and tackle the problems affecting performance in the workplace. The findings of this study can be used by other Municipalities because of its unique set of research design which is quantitative approach.

1.8 Chapter overview

This chapter briefly looked at the background knowledge of performance and proposed the objectives to be measured in this study. Moreover, this part summarizes the fundamental contexts on productivity using the responses of employees and managers the local Municipality called Msunduzi to answer the proposed research questions. This study used a quantitative approach which is highly statistical and uses scientific methods in projecting logic statements. In this section, theoretical underpinnings for developing this research were outlined. Chapter two further gave an overview of the previously written ideas which had a major contribution to the study of performance.

Chapter three represented the methodology used while conducting this research, such as the design that this research process followed, the sampling technique used was outlined, and the nature of the methods used were influenced primarily by the quantitative approaches to research Chapter four sorts analyse the information and responses obtained from respondents of Msunduzi Local Municipality. Chapter five discussed the results obtained from the questionnaires using a statistical description. Lastly, chapter six gave conclusions and recommendations as well as possible limitations drawn from this study.

CHAPTER TWO
A REVIEW OF LITERATURE IN LINE WITH EMPLOYEE PERFORMANCE

2.1 Introduction

Chapter one gave an introduction and background knowledge of performance in the workplace. The background knowledge had a contribution in responding to the study's key questions and objectives. Chapter two then constituted the literature on performance. Also, this chapter discussed the influential theories including the ideas of behaviourist theories, the human relations movement, scientific management, and classical conditioning theory to understanding how performance has evolved over the years. The following addressed the background knowledge of the performance as well as the relevance of previously documented ideas and the impact it has on modern organizations.

2.2. Historical Background of Performance

Organizational behaviour is the study of how people behave in the workplace, their daily interactions with one another and the organization itself (Lathan et al., 2015). Organizational behaviour deals with the operations of the organization, how the organization operates, which includes all the factors that affect the organization (Lathan et al., 2015). OB deals with explaining, predicting, and regulating acceptable behaviours (Lathan et al., 2015). Human behaviours can be controlled in the organization as far as the study of OB is concerned. Also, OB is a major contributor to the study of performance, learning about how to control, predict behaviour in an organization can help many organizations to succeed. Individuals brings to an organization a unique personal background and set of experiences from other organizations.

Learning about individuals' behaviour is essential in understanding the complexities of work because of the nature of different characteristics that individuals bring into work. However, individuals do not work in isolation, they have encounter with other people and with the organization in a variety of ways. Points of contacts includes managers, co-workers, formal policies and procedures of the organizations and various changes implemented by the organization. In addition, individuals change overtime as a function of their personal and work experience. It is essential to understand the way people behave in an organization and the source of why they behave in the manner they do as to maximize working effectively and managing others.

Organizations encounter many challenges; it is desired by management that organizational behaviour be managed in such a way that the organizations are functioning properly. Line managers and managers come across many challenges because of human behaviour. An employees' attitude can affect his or her relations with others and his work, how he or she responses to other people, including co-workers, administrators, and clients (Carney, 2013). Management or managers are organizational members who are responsible for the attainment of organizational goals (Lathan et al., 2015).

Human resources are at the forefront of any organization, managing people has thus become a major challenge to many organizations, and it continues to be a critical competitive advantage (Lathan et al., 2015). All companies seek to acquire a superior business position that will lead the organization to success, hence the need to effectively manage the human resources department. The purpose of OB is to ensure that employees display the right behaviour that will increase the chances of meeting the organization's goals (Lathan et al., 2015). There are four (4) important factors to observe when looking at management functions, these are, planning, organizing, leading, and controlling. Planning is setting goals, establishing threats and opportunities (Lathan et al., 2015).

Organizing is looking at the whole organizational structure, and the communication that happens in the organization, and the decisions influencing that structure (Lathan et al., 2015). Leading is directing and coordinating tasks as well as influencing and motivating others. Lastly, controlling is monitoring performance and ensuring consistency (Lathan et al., 2015). Understanding OB and how and when to apply different perceptions will give organizations the tools needed to be effective in any managerial role. This further promotes the importance of having effective ways to manage people and ensure that they recognize the goals of the organization and the competitive advantage. Competitive advantage gives a firm an edge over rivals in inviting customers and protecting the business against the competition (Kapoor & Adner, 2012). Substantial research has described that capitalising in this human capital results in the anticipated performance outcome, such as increased productivity and profits, even during difficult economic conditions (Lathan et al., 2015).

In the past, workers were a cost, then human resources, whereas in the current organization there has been a paradigm shift, and workers are becoming commonly acknowledged as human capital, observing factors such as the value that employees bring to the organization, their knowledge, and skills, their education as well as, experience (Lathan et al., 2015).

This analysis further looked at the classical approach to understanding the underlying ideas of performance.

2.3 The classical approach

The classical perspective to management developed during the nineteenth century and continued into the twentieth century (Nguyen & Crow, 2013). There are three approaches to classical management theory, namely: scientific management, administrative principle, and bureaucratic organizations. Management theorists are constantly looking for ways in which an organization's structure can efficient and ways in which productivity can be increased (Nguyen & Crow, 2013). Also, these principles assumed to improve the effectiveness of organizations through systematization, standardization, and scientific investigation (Nguyen & Crow, 2013). The classical management theories are useful in explaining the origins of organizations, structures, and policies that make up the organizations. The first approach to look at is scientific management. This approach has had a major influence on many organizations and many organizations are applying science to work. The following outlined the contributions of scientific management scholars on the underlying factors affecting performance in organizations.

2.3.1 Scientific Management

According to Nguyen & Crow, 2013) scientific management or Taylorism was a scientific technique used to optimize how tasks were performed thus improving labour productivity. In addition to the basic understanding of scientific management was that the workers were labelled as machines to produce outputs for the organization and that made them be controlled and be as commodities, workers were like machines and exploited, having to work long working hours with little protection and money (Nguyen & Crow, 2013). The importance of scientific management was the claim that scientific methods increase the individual worker's productivity (Nguyen & Crow, 2013). The principles of scientific management maintain that there is a division of work between supervisors and laborers (Nguyen & Crow, 2013). The principles of scientific management have influenced many organizations to adopt scientific measures and instruments used in modern days to resolve company issues. The use of performance management systems in measuring performance, performance appraisals, and the use of key performance indicators models to measure performance are all examples of how science has evolved and has its influence on the operations of businesses

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Due to the challenges that the organizations face, scientific management came about as a rational approach to solving performance problems, although other theorists did not support the claims of Frederick W. Taylor, that science is the only way to solve the difficulties faced by the organization during the 19th and 20th century, scientific management has a major impact in modern organizations (Nguyen & Crow, 2013). This study was influenced by the models and ideas of scientific management scholars, the use of rigorous, deductive reasoning in reaching conclusions. Deductive reasoning starts by proposing a theory and then, testing it to come up with conclusions based on the results derived from the theory testing (Neuman, 2002). This study used survey questionnaires influenced by scientific measures, the proposed objectives were tested, and the results were aimed at testing the theory by using a quantitative approach. The use of scientific management in today's organizations focuses on the activities performed by the employees, enables them to be efficient, this then increases the production capacity of the company which leads to meeting the objectives of all stakeholders. Also, the use of scientific management in today's operations increases the overall profitability. This paper will further look at the second classical approach, which is, Administrative principle, in understanding the dynamics of the organizations.

2.3.2 Administrative Principle

The Administrative Principle have their roots in the work of Henry Fayol in 1841. Wren, Bedeian, and Breeze (2002) claimed that administrative management was designed as a concern to how organizations were organized and structured. Classical schools created an influence in the structure of organizations, including the structure of arranging, sorting out, controlling functions, and knowledge for organizations to be profitable (Wren, Bedeian & Breeze, 2002). Fayol's principles of management are the ideas that led to the development of business administration as we know it to be today. Management was broken down into five distinct elements and fourteen principles. The following further explained the five elements designed by Henry Fayol in 1916.

- **Forecasting and Planning**: This means looking into the future and drawing up action plans, action plans should be flexible, accurate, and specific (Rodrigues, 2001). This principle is relevant in modern organizations, due to the changing times and the advancements of technology.

Organizations are constantly developing and changing their functions as they face change, no matter how big or small the change is, it has implications for the organization. It is therefore recommended for future planning to be practiced. Organizations are should constantly develop their plans and strategies to keep up with the times because change is inevitable, and organizational change and transformation have the power on determining the success or failure of the business. Planning is a necessity for the development of organizations.

- **Organizing**: is the process of allocating, coordinating the firm's resources for its plans to be successfully implemented (Rodrigues, 2001). Organizing tasks into different manageable and that can be adopted easily by workers is recommended for the current organizations. Moreover, having the right leadership in the organizations has proven to have a massive influence on the success of organizations. As a result, many organizations fail because of improper management style, fraudulent behaviour, dysfunctional staff, organizational culture, and other internal and external factors that affect the organization. Managing organizational development comes as a need to constantly organize policies and procedures for the development of organizations (Rodrigues, 2001). This element is also relevant in modern organizations, failure to have a structure that is well organized, and ready for future events is crucial for the development of many organizations.
- **Commanding**: this element emphasizes gaining a deep understanding of the people who are performing the tasks (Rodrigues, 2001). Managers are required to understand their employees, develop a fruitful relationship even outside the workspace. Personal factors also affect the employee to perform better, support is, therefore, must be increase offered to ensure that the employees are happy which then leads to their work ethic increase.
- **Coordinating**: determining the timing and sequencing of the actual activities to be performed with optimal results (Rodrigues, 2001). This is to minimize the time wasted and ensure that the work is completed at a stipulated time, and this is important even in organizations today, coordinating activities, time management ensures that work gets done efficiently.

Rodrigues (2001) claimed that having efficiency and a sense of urgency are required for organizations to be productive, time management is a crucial factor that helps determine and coordinate the tasks and ensures that goals and objectives are achieved at the time stipulated.

- **Controlling:** ensuring that things go as per the plans which were set out, having total control of the business creates an organized organizational structure. Implementing new structures and changes always bring about uncertainties and to be errors and deviations from the plan are bound to omit. Formulating new plans and having power and control over the entire organization is vital. All these management functions are useful in developing and monitoring organizations of today as they encounter different challenges. This study further looked at the fourteen (14) principles of management techniques as formulated by Henry Fayol around the 1916s.

Fayol further described the fourteen (14) principles of management, which are:

- **Division of work**: diving work helps ensure that employees are given specialized roles, each employee knows what to do, and that creates efficiency in the workplace and helps the organization in achieving its goals (Rodrigues, 2001). When employees have specialized tasks the results of carrying out those tasks lead to the increase in outputs which enables them to become skilled and competent because they are used to conducting the same activities every day (Rodrigues, 2001).

- **Authority:** managers must have the authority to give orders, but also keep in mind that the authority comes with responsibilities and discipline (Rodrigues, 2001).

- **Discipline**: all organizations must have discipline, this is a two-way equation, employees obey orders if management provides good leadership, and this is relevant even in modern organizations of technology advancement where managers tend to manage, organize, and control their teams (Rodrigues, 2001). Having a disciplined workforce helps the organization with good publicity because the disciplined staff has a degree of respect for their employer and clients which helps the business in retaining more customers. Discipline plays a huge role even in the management of staff, a proper management style with determined and disciplined leaders ensures that the organization is correctly managed.

- **Unity of command:** everyone receives orders from only one superior. This makes things easier because it helps avoid conflicting lines of command, having to take instructions from different supervisors may course confusion, because not all managers do, thinks the same way, and do things the same way (Rodrigues, 2001). However, this does not mean that the co-workers must only obey one supervisor, respect must be maintained throughout the entire members of organizations. This principle is relevant in today's organizations because it minimizes conflict and ensures the workplace is functional. Having an organization that has unity, even if instructions are made by different managers, having a deep understanding and knowledge of certain elements that the organization desire is both good for employees and management.

- **Unity of direction:** this element describes that there should be a common objective under the direction of managers and workers, using some sort of direction and plans (Rodrigues, 2001). This helps organizations with the action plan and future projected challenges.

- **Subordination of individual interests**: the interests of employees are important, and organizations should not prioritize certain or employees' interests over a group of employees and the organization's interests (Rodrigues, 2001). Having to fulfil your interests against the interests of the organization, has bad implications for the business and can result in a negative turnover (Rodrigues, 2001). Which can course low productivity and organizational failure, due to looting and fraudulent behaviour. Protecting the interest of the organization should be prioritized in public sectors, having the organization's interest at heart increases productivity and ensures efficient running of the business as well as increase service delivery.

- **Remuneration**: employee satisfaction has also proved to be dependent on fair remuneration for everyone in the workplace, this includes financial and non-financial compensation (Wren, Bedeian, & Breeze, 2002). Steps should be implemented and taken in organizations to encourage employee productivity and prevent abuse of any compensation system.

- **Centralization:** this refers to how much influence employees have on the decision-making process; it is evident in the Hawthorne studies that employees are happy when the managers care about them.

It is important to include employees, gain their input in making decisions pertaining to them, they feel a sense of belonging and that increases their level of productivity as well as job satisfaction (Rodrigues, 2001).

- **Scalar chain**: workers should be aware of their position in the organization and ensure that they operate according to their job description. Also gaining a sense of belonging and security is valued by employees (Rodrigues, 2001). Not knowing whether an employee is valued creates uncertainty and doubt for an employee. Having protection and job satisfaction increases an employee's efficacy and gives them protection.

- **Order**: organizations desire a clean, orderly managed, and safe workforce for everyone (Rodrigues, 2001). If the environment is not conducive, worker's attitudes change, and that has negative implications for productivity.

- **Equity:** managers should always be fair to all members of staff, discipline should be maintained and enforced if necessary (Rodrigues, 2001).
  There are rules and guidelines that regulate employment and equity in the workplace that should be taken into consideration and failure to do so has punishment measures taken in place for discrimination and unfairness in the workplace.

- **Stability of tenure of personnel**: this principle states that, for an organization to operate smoothly, personnel (especially managerial personnel) should not often enter and exit the organization. This also ensures that conflict is minimized, and personal factors are not impacting the organization negatively (Rodrigues, 2001)

- **Initiative**: workers should always be given the freedom needed to formulate and implement their plans (Rodrigues, 2001). There should always be a chance and opportunity for an employee to exercise their free will and this is a source of organizational growth. Having a degree of freedom and autonomy helps the worker's job satisfaction. Having the workers initiates and input improvement plans helps drive the operations of the business.

- **Esprit de corpses**: this element indicates that organizations should aim to promote unity and team spirit (Rodrigues, 2001). If people are united, their morals are high, and they tend to enjoy their jobs, and which leads to a high level of employee satisfaction and it alternatively leads to high productivity. The administrative principle focused on the whole organization; this is relevant to the study because it has outlined how organizations were managed.

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Understanding the ideas of the administrative principles of management is important currently, it helps document functions that can be useful in the changing times. The organizational are becoming digital in this 4th industrial revolution era that has proved its existence, digitalizing the world through the advancement of technology pose a change in organizations and those that implement changes and adapt to it are desired by the current organizations. It is, therefore, vital to have a system in place that will deal with the shortcomings and ensure a smooth running of the business, having an administrative principle enables efficiency and an organized workforce (Wren, Bedeian & Breeze, 2002).

In relation to this study, it is mandatory for the Msunduzi Municipality to ensure that their administrative tasks include training of managers and employees in upskilling themselves for the new strategies that may arise to assist the organization to deal with poor performance. Another form of theory that makes up the classical management theories is the ideas of bureaucracy, which will be addressed below. Bureaucracy was formulated by Max Weber and it has implications for how organizations operate today (Nguyen & Crow, 2013).

2.3.3 Bureaucracy

Bureaucracy is a legal, rational approach that has an influence on performance and therefore should be acknowledged when looking at the history of performance. The bureaucratic approach determines that clear rules should govern performance (Nguyen & Crow, 2013). This type of structure has had a major influence on modern organizations and how they operate. Almost all organizations are guided by policies, guidelines, rules, and regulations of how-to employees should conduct themselves in the workplace. The CEOs, senior managers, and executives formulate rules and procedures of how employees should perform, and employees need to follow those guidelines to meet the requirements of that job.

The bureaucratic approach sets standardized rules and that determine hiring and firing, and it is against favouritism or what Max Weber termed particularism (Weymes, 2004). Many organizations have moved away from this bureaucratic approach, but it is still relevant today as other organizations still rely on its principles and guidelines (Weymes, 2004).

Scientific management, administrative principle, and bureaucracy models make up the classical management theory, they all have commonalities and sometimes overlap. They all talk about some sort of hierarchy; they all talk about a standardized approach to work and a centralization of authority. The classical approach and its ideas had a significant influence on this study. More knowledge of the world of work can be traced back to the Hawthorne effect, which will be analyzed below.

2.4 The Hawthorne Studies

The Hawthorne effect was created as a motivational theory to improve productivity in the workplace (Lee, 2015). In 1930 Elton Mayo began by experimenting at the Hawthorne Western Electric plant to discover the factors that impacted productivity (Lee, 2015). The first Hawthorne study observed the impacts of lighting levels and incentives on productivity in the Relay test assemble room. A second study showed in a relay assembly room analyzed the relationships among rest, fatigue, and productivity (Lee, 2015). McQuarrie (2005) added that the main conclusion drawn from these studies was that the workers reacted positively because management cared about them (the Hawthorne effect). The Hawthorne effect is the movement of people to behave in a different way when they receive attention from their superiors (Lee, 2015). The Hawthorne studies also led to many other conclusions, such as the fact that effective communication with workers is critical to managerial success (McQuarrie, 2005).

The influence of previous scholars is still relevant today, for instance, communication is still a vital factor if organizations are to be profitable. Communication from top-level to lower levels needs to be managed and dealt with appropriately. Poor communication can result in conflict and miscommunication which leads to poor work relations. Proper communication channels between team members and management are essential and giving feedback has proved to assist workers in developing their skills and abilities to perform tasks. Mayo also concluded that money isn't the only influential factor affecting employee motivation (McQuarrie, 2005). Mayo and his colleagues also discovered the differences in performance were because of group dynamics (Lee, 2015). Also, the Hawthorne effect showed that when management paid more attention to workers, productivity increased (Lee, 2015).

In the end, the Hawthorne studies showed that the workplace was more complicated than previously thought, workers were not just machines that added to the productivity, but there were valued as humans that brought about organizational success. The ideas of Hawthorne studies are relevant in today's style of management as well as how performance measurements are conducted. The ideas of previous scholars are fundamental for the understanding of the dynamics of organizations' performance management. The following will project the influences of the human relations movement and its contributions to the study of productivity in the workplace.

2.4.1 The Human Relations Movement

The human relations movement was constructed on the principle that an important connection happens among managerial practices, staff morale, and productivity (Bartell, 1976). The Key points of this movement were that happy workers were more productive and that, given a conducive environment (Bartell, 1976). Organizations are systems of cooperative human activity "two-way communication" (Nguyen & Crow, 2013). Two-way communication is when one individual sends and the message and the message transmitted to another person, who is the receiver (Nguyen & Crow, 2013). When the person is the receiver of the message, he or she receives the message, and feedback is expected as a response for communication to be well executed. Two-way communication is important because it creates a more democratic environment, whereby people can share their thoughts, ideas, and opinions, regardless of corporate hierarchy (Nguyen & Crow, 2013). Effective two-way communication is mandatory to resolve problems effectively. Researchers have always investigated reasons for human behaviour in the workplace, the credits for the development of the HR approach are given to Elton Mayo (Bartell, 1976).

Other individuals who contributed are, Abraham Maslow and Mc Gregor. There are many contributors to the HR approach, but the first intensive and system analysis of the human factor in organizations was made in the form of Hawthorne experiments. Also, in the past, companies were mainly focused only on the production of output as a result ignored the value of individuals, thus giving rise to the HR movement. Human Resources primarily focused on the person as an individual and discovered what motivates and promotes their achievement in a work setting (Bartell, 1976). Workers' attitudes became an important factor that affects the company's productivity.

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Furthermore, these movements gave rise to the theories of motivation, like Maslow's Hierarchy of needs and McGregor theory X and theory Y.

2.5 Abraham Maslow's Hierarchy of needs

According to this theory, five needs to play a significant role in the movement of human relations. This theory claims that one level must be satisfied and achieved before moving on to the next level, unsatisfied needs to act as motivators of change (Cannon, 2013). These needs are listed below,

1. Physiological (shelter, food, and clothing).
2. Safety (physical safety and stability)
3. Social (friendships, group membership, social connection).
4. Esteem (recognition and self-confidence).
5. Self- actualization (achievements and mental growth).

This theory is relevant to this study because it is important for workers' needs to be met for them to carry work functions. If these needs are lacking, the individual may not be motivated to work and that can result in slow productivity. The need for a workforce that cares for its employees and ensures that their needs are met can result in high productivity and happy employees (Cannon, 2013). This theory is therefore important and has an influence on work performance. McGregor's theory X and theory Y also has a major contribution to the human relations movement and will be analysed below.

2.5.1 Douglas McGregor's theory X and theory Y

In his book of the human side of enterprise, McGregor observed that theories of behaviour where he studied individuals at work and has created two (2) models which were labelled theory X and Y.

Table 2.5 McGregor's theory X and theory Y

Theory X	Theory Y
Avoid work and responsibilities	Work is natural and should not be avoided
Must be managed and controlled	Self- direction

Avoiding the responsibility	Search for responsibility
Search for security	Good decisions that are widely spread

Theory X

According to this theory, a manager's emphasis is on the goal of the organization, the goal of the organization must be everyone's goal, and the managers must ensure that that is achieved for organizations to carry on functioning (Kopelman, Prottas & Davis, 2008). Moreover, this theory specifies that most individuals want to be directed into conducting certain tasks and they avoid taking responsibility because they have little or no ambition to do so (Kopelman, Prottas & Davis, 2008). Moreover, regular human beings have an intrinsic dislike for work and will ensure that they avoid work when they can (Kopelman, Prottas & Davis, 2008).

In many instances, people must be coerced, controlled, threatened with punishment to make them work (Kopelman, Prottas & Davis, 2008). According to theory X, people are egocentric, selfish and they do not want to change. Many people resist change and that is not desired for organizations to function properly, adapting to change, and implementing and testing new strategies is c recommended in these drastically changing organizations. Theory Y emphasized the goals and objectives for the individuals however, managers assume that people do not inherently dislike work and that work can be a cause of satisfaction (Kopelman, Prottas & Davis, 2008). The following addressed the challenges of the human relations movement.

2.6 The challenges of Human Relations Movement

Organizational culture is one of the factors that affect an individual's behaviour in the workplace. The organizational culture is defined as the collection of shared values, beliefs, rituals, stories, and myths that foster the feeling of a sense of belonging among organizational members (Bartell, 1976). Bad culture can create problems within the organization, it is therefore important for workers and managers to formulate a culture of solidarity to avoid problems (Bartell, 1976). It is also important to have a workgroup that is well structured and clear of its goals and objectives. Behaviour and human relations are the foundations supporting performance (Kang & Bichelmeyer, 2019). A workgroup can have a positive and negative influence on the organization.

A workforce that offers emotional support in solving problems and meeting organizational goals is preferred in many organizations, human relations is the study of why beliefs, attitudes, and behaviours sometimes cause problems in personal and work relationships among members (Bartell, 1976). Every job has an influence on the individual, when workers find an understanding and satisfaction in their jobs, they become more comprehensive as human beings (Bartell, 1976). The human relations movement plays a vital role in the workplace. It is therefore important to look back in the literature of scholars of human behaviour to understand the current practices of modern organizations. These scholars had a major impact and have tried to explain human behaviour, this is relevant to the study in question. Below the researcher will unpack the link between positive organizational actions and performance.

2.6.1 Positive Organizational Behaviour

Positive organizational behaviour focuses on developing human strengths, which makes people more resilient (Bates & Halton, 1995). In addition, performance is said to be a multidimensional construct; it is an element that differs depending on a range of other factors. Bates and Holton (1995) defined performance as the achievement of an expected duty that is measured against prearranged organizational standards, this means how well an individual or group can carry out specific tasks of an organization. Organizations have different system of measuring performance of employees against sets standard objectives of the company. Armstrong (2009) defined performance management as a procedure that has a shared understanding of what is to be achieved, and a method to manage and develop people which leads to the development of individuals, teams, and organizational performance. For this purpose, performance management can be a fundamental tool for organizational growth. Modern organizations are driven by constant transformation, which has major impacts on organizational behaviour. Positive organizational behaviour is valued because of the positive implications associated with it, such as good employee relations, healthy relationships with co-workers as well as its influence on driving high productivity (Oti, 2020). This indicates a close relationship between performance and organizational behaviour. How well do individuals and groups accept change becomes very important. Some people are highly adaptive, they strive for constant change whereas some people have a hard time with change.

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Today's organizations are characterized by high proactive tasks, proficiency, and accuracy (Oti, 2020). This is particularly not how much individuals do or how much quantity of products they produce but how efficient individuals strive in performing these tasks given the necessary resources. Adaptive tasks are said to be the alignment of thoughts and behaviour, how well do individuals adapt to changes in duties or to the environment (Oti, 2020). Positive organizational change means people are well adaptive to change whereas resisting organizational transformation be a barrier and has negative implications for the organization. Organizations are constantly changing and developing, having a proactive and reactive adaption to the changes is strongly associated with positive organizational behaviour and good performance. This research aimed to discover the construct which affects performance, which then leads to poor productivity, and bring about solutions to these problems.

2.7 Employee performance clearly defined

Managing employee performance has developed and became an increasingly popular topic lately. The key determination of performance management is to help organizations increase productivity by allowing employees to perform to their full potential (Samuels, 1972). Large and small businesses alike are taking a distinctive interest in measuring and refining productivity. Organizational theorists have defined employee performance (EP) in various ways. There is no single definition of EP, many have sort to explain what entails EP and how is it managed and measured depending on the context of an organization. Samuels (1972) claimed that productivity may be studied in terms of the outcomes that employees create during a specific period. Organizations are advised to increase profit and make measurements in every area of a company such as production, corporate strategy, customer satisfaction, and organizational performance (Delaney & Huselid,1996).

Accurately measuring every area of the company may help in providing valid and reliable results that leads to a company's high return on investments and profits. Employee performance plays a significant role in many organizations and should be monitored and evaluated consistently so that the organization can improve its turnover and the company can function properly. There are a variety of ways to measure performance, analysis needs to select the method useful for their organization, which will depend on the company size and their goals and objectives, and the resources each company has.

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Moreover, it depends on how well the structure of the organization is as well as the strategies and techniques and how funds are executed funds (Sykes & Venkatesh, 2017). Performance measurements are a sort of control program: each organization has its distinct set of goals, values, strategies, missions that the people comprised of that organization must abide by. For Msunduzi Municipality, the mission is: to ensure that the Municipality function effectively and sustainably to bring excellent services to the community. Errors may arise and that could lead to unreliable findings, therefore it is important for line managers and HR managers to monitor performance measurements and ensure that they are producing accurate results. The study site for this chosen study is called Msunduzi local municipality, like any other municipality, Msunduzi also has its unique set of performance guiding system in place to help in managing performance in the workplace (Naidoo & Nsibirwa, 2015).

A Municipality's Performance Management System (PMS) is the essential component to screen, evaluate and improve the activity of its integrated development plan (IDP) and to check the advancement made in accomplishing the goals set out in the IDP (Naidoo and Nsibirwa, 2015). An integrated development plan is a five-year plan in which local government is needed to accumulate to decide on the development needs of the region's financial plans (Naidoo and Nsibirwa, 2015). A Municipality's PMS should likewise empower expanded responsibility, learning, improvement and facilitate decision-making (Naidoo and Nsibirwa, 2015). The performance management system helps monitor the desired performance against set target and contractual requirements (Naidoo and Nsibirwa, 2015).

2.8 Organizational support

Scholars have recognized that employees vary with levels of perceived organizational support, with higher levels linked to more job satisfaction, commitment, performance quality, and wellbeing, and lower levels with burnout and intentions to quit (Becker, 2016). This global belief of perceived organizational support arises from interacting with others. How people communicate with one another creates a culture for the organization. A negative organizational culture leads to negatives outcomes, creates poor work relationships and conflict and therefore a negative dysfunctional environment is not conducive for the work environment.

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Organizational support refers to the extent to which employees notice that the management of the organization values workers' inputs and cares about their well-being (Becker, 2016). Employees want support from their organizations and when these expectations are met, this has led to a positive influence on productivity (Becker, 2016). Organizational support is important and valid for this study as it has been proven to have a positive impact on productivity and employee satisfaction. Also, the value that the organization provides to the employees may suggest that they are accepted and wanted to be part of the organization. Further, organizational support affords safety and assurance for employees. There are many support programs offered to employees and managers of many organizations, these support programs are very helpful towards the growth of an individual. The changing nature of organizations makes these supporting structures a necessity for the organization to constantly develop and improve its function. A supportive workforce creates a positive working relationship, which is good for the organization. As a result, high organizational support can have an advantage to the effectiveness and productivity of an organization (Becker, 2016). Another form of HR practice that influences employee performance is training and development, which was analyzed below.

2.9 The perceived influence of training and development on employee productivity

Through training, individuals develop or learn new information about a certain phenomenon, this helps individuals to refresh their existing knowledge and improve on their abilities and obtain useful skills (Rusaw & Fisher, 2017). Furthermore, training can be offered as skill development for individuals and groups. Training is meant for workers, it is a reactive process, meaning reactive processes are fundamentally about fixing incidents or analysing data about incidents after the event (Coetzee, 2013). The training aims to develop additional skills, and the process can be short-term or long-term. This initiative is taken by management and the goal of training is to meet the end goal of the results produced by training of people. Employee (Coetzee, 2013). Training is said to be influential in developing one's skills, knowledge, and abilities of an individual (Coetzee, 2013). He further considered training and development as not only beneficial for the organization only, but also for the employees as it develops and brings in new knowledge and skills. Furthermore, training and development can help organizations in obtaining more profits. Training and development have benefits to employees as well as managers.

Having the proper skills, abilities, and competencies to undertake a certain task helps the organization's productivity. Managers aspire to organizations that are quick to adapt to the constantly changing nature of the organization, they value an organization that high productivity. Training and development programs are important for organizations to implement and conduct strategies for the development of workers, this also helps in better decision making and solving problems effectively. Continuous training and development programs that ensure that the employees are highly skilled and ready to manage competition influence the organization to keep functioning, as a result, is important for individuals to keep learning new skills (Coetzee, 2013).

2.10 The influence of resources allocation and employee performance

Reliable resources and proper management of resources are critical if organizations are to succeed. Shafritz (2014) distinguished between 4 types of resources, namely, physical, financial, informational, and human. In many instances, resources are scarce in various organizations, and the allocation of these resources becomes a problem. It was discovered that there is a lack of resources in the Msunduzi Municipality and that has previously created conflict. An important responsibility facing HR managers today is to ensure that resources are utilized optimally. All the above-mentioned resources are equally important in the survival of the organization, for instance, without financial resources these are the salaries and wages, petty cash, and funds, an organization will be troubled. Physical resources are the buildings, lecture rooms, computers, tablets, computers, chairs, etc., and without these, an organization cannot operate efficiently.

Upon collection of data, it was discovered that there is a scarcity of physical resources at the Msunduzi Municipality especially brooms and mops for the Water and Sanitation Department, several workers agreed that there is a shortage of resources in the Municipality and that has a negative impact on performance, sometimes they will sit and wait for the others to finish using certain tools, or equipment's before they could carry on with their duties. It was also discovered that the course of delays in collecting waste, and dirt from various sections of Pietermaritzburg is that there is a shortage of cars that transports waste. The scarcity of resources makes it hard for employees to carry out their tasks as they should (Shafritz, 2014).

Another vital resource that organizations need proper management of, includes information, annual reports, postal records, leave records, service records, training records, remuneration, etc. Lastly, human resource managers, line-function personnel, administrative personnel, and other HR specialists, without these people an organization cannot operate, they are the ones involved in running and operations of the daily functions of the organizations. They are at the core-front of every organization as they deal with a lot of operational systems put in place for an organization to operate effectively and efficiently. Chandler (1962) defined business productivity to include the determination of goals and objectives in carrying out company functions and for the allocation of resources necessary for carrying out these goals. Without the necessary tools to perform the job, conducting tasks becomes impossible. This shows the relationship between productivity and resource allocation. This study further revealed the relationship between salaries and wages and employee productivity.

2.11 The connection between salaries and wages to employee performance

The difference between a salary and wages is that a salary is paid using a fixed amount per pay whereas a wage earner is paid by the hour multiplied by the number of hours worked (McDonald & Sorensen, 2017). A salary is a consistent payment by an employer to an employee for the duration of employment which is expressed either monthly or annually especially to white-collar workers, managers, directors, and professionals (McDonald & Sorensen, 2017). Erastus (2013) claimed that compensation drives employee satisfaction which leads to increased productivity. Salaries are usually determined by a comparison between people in similar positions (McDonald & Sorensen, 2017). Salary and wages are frequently used interchangeably, and in many contexts, their meanings are the same, but not always (McDonald & Sorensen, 2017). In some countries, people are paid twice as much in December, in such cases, their annual salary is divided by thirteen, with two months' pay included in their December pay cheque (McDonald & Sorensen, 2017).

Wages are calculated on the number of hours worked that week, fortnight, or month. Salaries and wages have a major influence on performance; therefore, companies should confirm that their employees are receiving their pay on time and that the pay is fair (McDonald & Sorensen, 2017).

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Performance management and compensation management addresses the issues of effective and aligned compensation plans. This helps employees understand their objectives, results, and their compensation.

Organizations need to communicate plans to ensure employees understand their compensation and have a clear line of sight between organizational mission and culture. This paper further discussed the performance of employees and the environment.

2.12 Employee performance and environmental adaptability

The work environment is a wide term and means all the surroundings when working. The physical workplace is, for instance, your work instruments, for example, air, noise, and light. Additionally, the workplace likewise incorporates the psychological parts of how your work is sorted out and work-life balance. The work environment is not only physical, but everything that happens in the organization has an impact on the individual. The organizational environment is influenced by the area in which the organization is situated, therefore the environment needs to be conducive because of the implications it has on performance and the environment needs to be able to respond accordingly to change as organizations constantly develop and transforms (Smithson & Lewis, 2000). Change is inevitable, organizations are to adapt to the changing times for them to carry in functioning.

Employees and managers need to understand the impact of both internal and external factors that affect the organization. A conducive work environment is desired by both employers and employees, although the environment may sometimes be unconducive to the worker's, strong culture will enable a firm to adapt to environmental changes and to co-ordinate and incorporate its internal operations (Smithson & Lewis, 2000). Barry and Heizer (2001) defined the work environment as a physical space that also affects employee performance, security, and quality of work-life. The work environment offers job security and allows employees to carry out their daily functions. Moreover, the physical environment where employees work includes not just the physical space, but also a good working relationship between fellow employees and the relationship between subordinates and their superiors. Having fruitful work relationship is encouraged in vast organizations.

2.13 Impact of Attitudes

According to Carney (2013), an attitude depends on numerous variables that an employee brings to the organization. He further argued that the deep root of a worker's mentality/ attitude makes it difficult for him or her to change. Someone's attitude is the result of her childhood upbringing, including examples of how a person thinks and perspectives on the world that she has taken in over numerous years from peers, guardians, educators, mentors, and different groups (Carney, 2013). On the off chance that an employee's work assignment includes coordinated effort with others, his or her attitude can influence the success or failure of the group. These workers add to a positive working environment and positively impact workplace morale (Carney, 2013). Generally, employees with great insights are valued in organizations as they bring useful inputs and propose ideas that help the organization grow.

2.13.1 Attitude Formation

Perlovsky (2013) examined the impact of attitudes, he derived to the conclusion that experience plays a huge role in the formation of attitudes. A person may have a bad or a good attitude towards something based on that person's experience. He further contends that attitudes may arise due to direct personal encounters, or they may emerge because of observation. Observing a trusted person and their attitude towards something may also influence someone to adopt that similar attitude or behaviour towards something. The attitude in the workplace is also affected by someone's personal experience of observing someone else's behaviour (Perlovsky, 2013).

Many behavioural theorists, social psychologists, sort to discover the truths about how learning takes place. Such as, Albert Bandura's social learning theory, which claimed that learning is a process that brings about new behaviour's that can be acquired by observing and imitating others. Furthermore, this theory contends that learning derives from modeling, imitating a role model, someone whom a person looks up to, and demonstrating characteristics of that person because they influence your values, style, and strongly believe in your character. Each organization has a distinct culture that adopts its company values and even language style.

Every organization is believed to have its distinct way of language that they have learned and pass on to one another and everybody fairly understands it that describes a way of learning because adopting a certain organizational culture and the way then carry out organizational values and beliefs. Attitude derives from such learning and observations and the influence of others. Perlovsky (2013) supports that attitudes can be learned in a variety of ways.

 A person can learn behaviour by observing someone's behaviour. An example to consider is how business advertisers use classical conditioning to influence one's attitude toward purchasing a product or rendering a particular service. Learning also occurs through the observation of rewards and punishments, a process known as vicarious reinforcement (Mcleod, 2018). Attitudes can also be learned through reinforcing good behaviours and attitudes can be part of one's identity and help us to be aware through the expression of our feelings, beliefs, and values (Mcleod, 2018).

2.14 Chapter Summary

This chapter has projected many ideas about the discoveries and the influence of performance management scholars, behavioural theorists, and many contributors to scientific management in understanding human behaviour and the world of work. This chapter further unpacked the writings of the classical conditioning theorists, Abraham Maslow's hierarchy of needs as well as many influential theorists on the subject matter. Proposed performance measures systems were defined, and the literature was integrated with the proposed research questions and objectives. The following chapter will look at the methodology used for conducting the study.

Chapter three will define the type of research design, the study's sample size, participants, and their respective occupations. Furthermore, the following chapter gave an overview of the chosen study site, the methods used for collecting and analysing the research. There has been a lack of research showing how organizational performance are related with each other. Most studies explore only a single performance variable and its impact on organizational performance.

CHAPTER THREE
RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This chapter has introduced the research methods used for this study. Finding effective ways to measure performance in an organization requires certain variables to be established and tested. This study aimed to discover the connection between two or more variables, therefore making it a quantitative analysis. Quantitative methods are more concerned with gathering and analysing data that is structured and can be presented in numbers. The main goals of quantitative approaches are to develop valid, reliable measurements that allow for statistical analysis to be projected. This treatise aimed to be objective and represented complex problems through variables and the outcomes can be summarized, compared, and generalized to a larger population. This chapter further outlined the targeted population that has contributed to this study and, the instruments used to obtain information were detailed, lastly, the methods used for the data collection process were addressed. The methodology section also described the variables used in this study, the sampling procedure, study site, as well as ethical considerations that guided the research.

3.2 Research design

This study used quantitative measurement techniques with a specific goal of answering the 'what" or 'how' questions of a given phenomenon. For quantitative studies, questions are quantifiable, direct, and often contain phrases such as, to what extent? How many? (Neuman, 2014). This analysis aimed to discover the connection between two or more variables using statistical descriptive techniques. Quantitative studies are scientific, and they use deductive reasoning, where the researcher formulates a hypothesis, gathers information needed for the investigation of a problem, and then uses the data from the investigation to conclude (Neuman, 2014). According to Neuman (2014), deductive reasoning is an approach to form or approve a theory, the process begins with an abstract concept and a theoretical relationship and works towards more concrete empirical evidence. Survey questionnaires were distributed amongst employees using a simple random sampling method. As outlined by Creswell (2009) the simple random sampling means all elements in the population are measured and each element has the equal possibilities of being selected.

Creswell (2009) agrees that this type of sampling procedure is advantageous because it has high generalizability of findings. According to Creswell (2009), a quantitative study is recommended when a researcher aims to understand the relationships between different variables. In this study, the quantitative approach was the most suitable because of variable testing.

3.3 Target Population

This study used a simple random sampling method as a technique to select participants of the study. The population of the study was 98 and the sample size was 78. The questionnaires were distributed to 78 respondents, however, only 50 participants responded to the questionnaires. The researcher used the 95% confidence level, and 5% of margin error and a sample of 50 was derived at. As outlined by Creswell (2009) a sample is a subgroup of the population chosen to participate in the study, whereas a population is the collection of all items of interest to our study. Survey questionnaires, as well as informed consent forms, were distributed among the participants on different days because the researcher needed to book appointments to see each participant because of their busy schedules. The researcher personally administered the questionnaires to the participants and some of the respondents gave answers on the spot, and others rescheduled for the days they were available. Other participants requested that the researcher leave the questionnaire document and contacted the researcher when they were done completing the questionnaire. In a simple random sampling procedure, units or people are selected by 'chance' or probability', guided by the principles of random selection (Neuman, 2014).

3.4 Sampling and Sampling procedure

Neuman (2014) describes sampling as choosing a small number of components from a large defined target group of components. There are methods of sampling, namely probability and non-probability sampling techniques. Nonprobability sampling is an examining methodology where it isn't known which individual from the populace will be chosen whereas, probability sampling is a technique where everyone on the list gets an equal chance of being selected to participate in the study (Neuman, 2014). The researcher began by creating a sampling frame that is, finding a list of all units' people from which a sample was selected. The list of all the participants included staff from the Human Resources Department and staff from Msunduzi Water and Sanitation Department. This study used a simple random sampling method for the selection of participants.

Everyone had an equal chance of being selected to participate in this study. Simple random was more suitable for this study because it produces an unbiased sample that is said to be a representation of the entire population (Neuman, 2014). The selected respondents had to sign an informed consent form to ensure that they give their consent to participate in the study and that they are not forced to participate. The study involved a sample of fifty (50) respondents, which was divided as follows; thirty (30) employees from the HR department, which included three senior managers, other participants included, twenty (20) employees from the Water and Sanitary Department, there was one (1) senior manager who participated and one (1) site manager.

3.5 Data collection process

Data collection is a method of obtaining information from participants or respondents as outlined by Neuman in the book of social science research methods qualitative and quantitative approaches. This study used survey questionnaires with a predetermined sample frame to discover the responses of the participants selected. Survey questionnaires indicate the methods used by the ideas of scientific, systematic, and logical principles of gathering data using quantitative approaches to research. For this study, a simple random sampling was used to determine the selected participants, also, the designed questionnaire was useful for finding answers to the questions that this study seeks to answer.

Quantitative data collection techniques rely on random sampling and organized data collection instruments that seek to randomly select participants to take part in the study, in this type of techniques, everyone has an equal chance of being selected (Neuman, 2014). In a simple random sampling method, each unit or people are selected by chance or probability, guided by the principles of random selection. The researcher began by creating a sampling frame that is, finding a list of all participants from which a sample was selected. Everyone had an equal chance of being selected to volunteer their participation, and people were informed about the expectations and the goals of this research. An informed consent form was formulated so that participants could agree to volunteer their participation. Participants had to select a suitable day where the researcher could come to conduct the research. The questionnaires were administered to employers and employees in a local municipality called the Msunduzi Municipality situated in Pietermaritzburg. Questions from respondents involved fifty (50) questionnaires, which were distributed among thirty employees of the Human Resource Department at the Municipality and twenty (20) questionnaires were distributed among employees at the Water and Sanitation Department.

For each of the five (5) objectives proposed, ten (10) sets of questions were formulated, guided by the principles of systematic research. Participants were given a choice to volunteer their participation and whether to reveal their identities or be granted with a pseudonym. Many preferred to be given pseudonyms for confidentiality purposes. The questions were formulated, and a Likert scale was used for the participant to give responses using agree nor disagree; strongly agree nor strongly disagree, etc. with the question posed.

3.6 Data analysis process

This study is primarily quantitative, and it uses measurements and calculations to test variables. For quantitative research, results are projected using descriptive statistics. The two-sample t-test sets whether two independent populations have distinct mean values was used, as well as ANOVA tests, which is a statistical analysis used to test different groups to see if there is a difference between them (Neuman, 2014). Reliability and validity were tested to ensure that the intended variables measured what they were supposed to measure and whether these results were accurate. Data were deposited and arranged in a statistical software used for statistical data analysis, namely, Statistical Package for the Social Sciences (Spss). According to Neuman, (2014) t-tests enables the researchers to use the t-test measurement to agree on a p-value that reveals how likely these results may be found by some certainty if, the null hypothesis was applicable (for example no difference in the population). In addressing validity and reliability issues, a measure must gauge what it's supposed to, which makes it a true measure (Neuman, 2014). It is also vital for the study to be consistent, a study that produces different outcomes when drawn from a similar subgroup and using similar variables. This analysis will further describe the research site selected for this study.

3.7 Research site

This study was conducted at the Msunduzi Local Municipality in Pietermaritzburg CBD. The gatekeepers' letter was obtained from the Mayor's office at City Hall, situated in Chief Albert Luthuli Street, Pietermaritzburg. his study included a sample of thirty (30) employees from the Human Resource Department at Professor Nyembezi Centre situated in 341 Church Street, Pietermaritzburg, in addition to the sample were twenty (20) employees from the Water and Sanitary Department, located at 150 Mayors walk the road, city engineers, Pietermaritzburg.

This analysis further addressed the ethical issues to be considered, as they guide the direction of the research into a more productive and consistent study without violating the consent of the respondents as well as issues of moral.

3.8 Ethical considerations

Various ethical issues were taken into consideration while collecting data from respondents. Ethical approval for the study was secured from the Ethics Committee of UKZN. At the outset of each encounter with respondents, all respondents were briefed about the aims and objectives of the study and were fully informed of their rights to withdraw from the study at any stage they wish to. The information obtained from the respondents was treated with respect and confidentiality. The responses were not disclosed to any organization, and the questionnaires were protected and kept confidential. All respondents volunteered to participate in this research. The respondents were notified about the moral principles guiding this research which are autonomy, non-maleficence, beneficence, and justice, and they had to sign an informed consent form (Woodfield, 2018). The ones that did not want to participate in the research were not disrespected or forced to participate. Some individuals said they don't want to be participants in this study, and their decision was respected. There was no misrepresentation or distortion in reporting the data collected. All participants were over 18 years of age and did not reveal any impaired mental capacity.

3.9 Chapter summary

This chapter presented the research methodology to be used in the study which included the research design, brief information about the participants and how they were selected, the instrumentation used as well as the sampling technique used. Furthermore, this chapter gave an analysis of the process used for data collection and data analysis. Lastly, it gave a brief review of the variables used, the study location, as well as ethical issues that were taken into consideration in the process of collecting data and conducting the whole research. The next chapter will look at the statistical procedures used to analyse data. Chapter four has revealed the analysis of data using statistical descriptive techniques.

CHAPTER FOUR
DATA PRESENTATION AND ANALYSIS

4.1   Introduction

The previous chapter sort to give an overview of the methods used to conduct this study, the influence of these methods was highlighted, and the relevant techniques used. Chapter four presents the methodology to be used in collecting data from the participants. Chapter four has analysed the data obtained from the respondents. The presentation and analysis of the data were done following the stated objectives, namely: to determine the influence of training and development on employee performance, to assess the relationship between resource allocation and its impact on employee performance, to evaluate the role of salaries and wages towards employee performance, to determine the influence of environmental issues /space allocation to employee performance. Lastly, to evaluate the effect of workers 'attitudes and its impact on performance. This study further used the descriptive and inferential statistics to make sense of the results obtained.

4.2   Description of the Sample Characteristics

Table 4.1 describes the characteristics of the sample which formed part of the entire investigation, including age, gender, disability status, marital status, race, position, size of the department, employment status and geographical coverage of the business.

Demographic Variable	Sample Characteristics	Frequency	Percentage
Age	25 years or below	6	12.2
	26- 40 years	26	53.1
	Above 40 years	17	34.7
Gender	Female	29	59.2
	Male	20	40.8
Disability type	Yes	1	2.0

	No	48	98.0
Marital status	Single	33	67.3
	Married	12	24.5

	Widowed	1	2.0
	Divorced	3	6.1
Race	Black	40	81.6
	White	3	6.1
	Coloured	2	4.1
	White	4	8.2
Position	Branch manager	10	20.4
	Manager	19	38.8
	Chief financial officer	19	38.8
	IT Professional	1	2.0
Size of department- full time employees	10-40	8	16.3
	61-80	2	4.1
	81-100	14	28.6
	Above 100	25	51.0
Size of department- part time employees	Below 10	8	16.3
	10-40	11	22.4
	41-60	2	4.1
	61-80	4	8.2
	Above 80	24	49.0
Business location	National	6	12.2
	KwaZulu-Natal	42	85.7
	Other	1	2.0
Tenure	Less than 1 year	6	12.2
	1-5 years	22	44.9
	6-10 years	9	18.4
	11-20 years	10	20.4
	More than 20 years	2	4.1

From Table 4.1, 53.1% of the respondents, representing the majority were between the ages of 26-40 and followed by 34.7% who were above 40 years. Likewise, 59.2% of the respondents, representing the majority were females as against males (40.8%). 98% of the respondents were without a disability. Moreover, the results showed that 81.6% of the respondents who constituted the majority were Black South Africans. Additionally, the results showed that 38.8% of the respondents were managers and Chief financial officers respectively and followed by branch managers (20.4%) and IT professionals (20%). The results indicated that 51% of the full-time employees in their respective departments were above 100. Besides, the results showed that 49% of the part-time employees were more than 80 in their respective departments. Also, the results indicated that 85.7% of the respondent's businesses were located at KwaZulu-Natal. Finally, the results showed that 44.9% of the respondents, representing the majority had worked in their departments between 1-5 years.

4.3   Descriptive Statistics

The results of the descriptive statistics are shown in the next sections of the chapter.

4.3.1 Reliability of the questionnaire: Cronbach's coefficient alpha

The reliability of the questionnaire is determined by processing the Cronbach's coefficient alpha. The Cronbach's coefficient alpha score of 0.700 and above is deemed as reliable, hereafter accepted. The results are shown in the Table 4.2.

Table 4.2 Reliability of the questionnaire: Cronbach's coefficient alpha

Variables	No. of Items	Cronbach's alpha scores
Training and development	10	0.900
Allocation of resources	10	0.770
Salaries and wages	10	0.521
Environmental issues	10	0.804
Attitude	10	0.778
All dimensions	**50**	**0.878**

The information from Table 4.2 shows that the various constructs, training, and development ($a = 0.900$), allocation of resources ($a = 0.770$), environmental issues ($a = 0.804$), attitude ($a = 0.869$) had a very high level of inter-item consistency, which exceed the recommended score. However, salaries and wages ($a = 0.521$) had a very low level of inter-item consistency. The reliability of the overall items ($N = 50$) was further computed, and the results showed that all the items which measured the various constructs had a very high level of inter-item consistency ($a = 0.878$). The following section shows the results of the study in terms of the factor analysis.

4.3.2 Validity of the questionnaire: Factor analysis

Two sets of factor analysis were constructed, namely: namely: Rotated Component Matrix and Kaiser-Meyer-Olkin (KMO) measure of sampling acceptability to verify the validity of the research instrument. Exploratory factor analyses using the principal components extraction technique were completed on the items in the questionnaire. Concerning the Rotated Component Matrix, in extracting the factors, only items with loadings >0.4 were considered. On the other hand, KMO and Bartlett's Test measures the sufficiency of the sample size which varies from 0 to 1, reaching 1 when each variable is completely projected without facing any error. Where: ≥ 0.80 (meritorious); ≥ 0.70 (middling); ≥ 0.60 (mediocre); ≥ 0.50 (poor); < 0.50 (unacceptable). The results of the Rotated Component Matrix and KMO and Bartlett's Test are displayed in the Tables 4.3 and 4.4 respectively.

Table 4.3 Rotated component matrix

Items	Component				
	Training and development	Attitude	Environmental issues	Allocation of resources	Salaries & wages
T&D1	0.621	-0.040	0.523	-0.097	-0.190
T&D2	0.664	0.006	0.501	-0.168	-0.110
T&D3	0.676	-0.146	0.321	-0.315	-0.014
T&D4	0.697	-0.342	0.303	0.189	0.198
T&D5	0.647	-0.309	-0.193	0.035	0.108
T&D6	0.616	0.055	-0.131	-0.311	0.054

T&D7	0.377	0.035	**0.577**	-0.186	0.334
T&D8	**0.621**	-0.262	0.380	-0.434	0.075
T&D9	**0.649**	-0.084	**0.402**	-0.335	0.028
T&D10	**0.672**	-0.130	-0.042	0.088	0.256
AR1	**0.540**	-0.034	-0.460	0.021	-0.223
AR2	**0.474**	-0.127	-0.144	0.013	-0.195
AR3	**0.665**	-0.196	-0.184	0.106	-0.023
AR4	**0.634**	-0.225	-0.251	0.264	0.122
AR5	0.287	-0.133	-0.356	**0.447**	**0.409**

AR6	0.302	-0.218	-0.37)	**0.420**	0.276
AR7	0.102	-0.159	-0.31 3	**0.468**	**0.409**
AR8	0.105	-0.005	-0.36 8	**0.543**	-0.071
AR9	0.339	0.721	-0.25 8	**0.892**	0.018
AR10	0.318	**0.649**	-0.38 4	0.047	0.058
S&W1	0.128	0.118	-0.26 8	-0.382	**0.642**
S&W2	**0.422**	-0.116	-0.11 3	0.005	-0.261
S&W3	0.355	0.362	0.131	0.161	0.081
S&W4	**0.516**	0.280	-0.13 3	0.234	-0.207
S&W5	**0.717**	-0.105	-0.03 9	-0.063	-0.445
S&W6	**0.042**	-0.101	0.032	-0.434	**0.703**
S&W7	**0.548**	-0.326	-0.10 0	0.101	-0.415
S&W8	**0.450**	-0.353	-0.06 7	-0.092	0.032
S&W9	0.265	-0.286	-0.04 5	0.289	-0.194
S&W10	0.328	**0.504**	-0.01 0	-0.090	-0.330
EI1	0.126	0.119	**0.436**	-0.132	**0.561**
EI2	0.315	-0.045	0.186	**0.682**	-0.143

EI3	**0.404**	-0.196	**0.517**	0.346	-0.148
EI4	0.257	0.044	**0.431**	**0.489**	0.115
EI5	-0.168	0.128	0.288	**0.601**	0.266
EI6	0.195	0.235	0.204	0.164	**0.508**
EI7	-0.144	**0.489**	0.329	0.333	-0.044
EI8	0.052	00.617	**0.449**	0.289	-0.107
EI9	-0.129	**0.565**	0.241	**0.454**	-0.145
EI10	-0.076	**0.629**	**0.519**	0.219	-0.056
A1	0.065	**0.729**	0.135	-0.259	0.083
A2	-0.093	**0.411**	0.299	-0.415	-0.237
A3	**0.492**	**0.444**	-0.23 5	-0.285	-0.149
A4	0.346	**0.582**	-0.28 8	-0.284	-0.023
A5	0.225	**0.437**	-0.451	-0.218	-0.005
A6	0.234	**0.574**	-0.497	-0.233	0.087
A7	**0.437**	**0.583**	-0.213	-0.107	0.001
A8	0.258	0.323	0.128	-0.009	**0.423**
A9	0.338	0.129	-0.164	**0.445**	0.294
A10	0.170	**0.493**	-0.027	**0.424**	0.047
Eigenvalue	**8.86**	**6.22**	**4.82**	**4.63**	**3.44**
% of Variance	**17.73**	**12.43**	**9.64**	**9.26**	**6.89**

The eigenvalues showed that five factors could be extracted, after closer inspection of the scree plot. An exploratory factor analysis using Varimax rotation was computed specifying five underlying factors for the department of performance questionnaire. The results indicated that five factors could be distinguished for the questionnaire, and these are labelled as follows.

Training and development (factor 1), attitude (factor 2), environmental issues (factor 3), allocation of resources (factor 4), and salaries and wages (factor 5). These factors explained 55.89% of the variance of the questionnaire. All the items showed acceptable loadings of above.

0.40. The results of KMO and Bartlett's Test are further shown in the Table 4.4.

Table 4.4 Validity: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.925
Bartlett's Test of Sphericity: Approx. Chi-Square df	34936.221
sig	9113
	0.000

The results of the KMO were 0.925 (meritorious). This implies that the items used to measure the determinants of performance in this study was valid, hence accepted. The results of the study using means and standard deviation are further presented in the section below.

4.3.3 Effective ways of measuring employee performance

The perceptions of respondents regarding factors contributing to employee performance are further assessed by asking them to respond to various the items using the scale of 1-5. The results are processed using descriptive statistics as shown in the Table 4.5.

Table 4.5 Descriptive Statistics: Effective ways of measuring employee performance

Variable	Mean	95 % Confidence Interval		Std. Dev.	Min.	Max.
		Lower Bound	Upper Bound			
Training and development	3.54	3.30	3.78	0.83641	1.00	5.00
Allocation of resources	3.95	3.84	4.07	0.40523	1.00	5.00

Salaries and wages	3.64	3.52	3.75	0.39407	1.00	5.00
Environmental issues	4.28	4.18	4.39	0.38420	1.00	5.00
Attitude	4.28	4.20	4.37	0.29815	1.00	5.00

From Table 4.5, the results showed that environmental issues (Mean = 4.28) and attitude (Mean 4.28) had the highest scores, closely followed by allocation of resources (Mean = 3.95), then salaries and wages (Mean = 3.64) and training and development (Mean = 3.54). To determine the scoring patterns of each of the item, the frequency was further used. Although the study used the 6-point Likert scale, however, the results of the strongly disagreed and disagreed were combined to form one composite scale (disagree), while that of strongly agreed and agreed were combined to form a composite scale (agree). Only the significant results are reported in this study. The results are shown below.

i. Training and development

The results showed that 44.9% of the respondents were unaware that their organizations consider training as part of the organizational strategy. Moreover, 44.9% of the respondents indicated neutral concerning the information provided by the trainer during the training sessions. Also, 42.9% of the respondents were neutral when it comes to training and development programs conducted by the organization frequently. Additionally, the results showed that 46.9% of the respondents were neutral in terms of career growth based on training programs they attended in the organization. Besides, 71.5% of the respondents agreed that they felt training programs were compulsory for all employees. The results showed that 81.6% of the respondents agreed that training was a must for enhancing the productivity and performance of employees. Furthermore, the results indicated that 53.1% of the respondents agreed that training was an important feature of the organization. It was that 46.9% of the respondents were neutral concerning the evaluation of training in the organization. 38.8% remained neutral on whether the employee initiates training plans. Lastly, 75.5% of the respondents agreed that training and development was a strong predictor of success.

ii. Allocation of resources

The results of the study showed that 83.7% of the respondents agreed that given all the necessary resources their performance had increased. Also, 91.8% of the respondents agreed that when there were limited resources, there was little or no room for changes in the project direction. Besides, 92% of the respondents agreed that there must be an assessment of the relationship between performance and resource consumption.

Moreover, the results indicated that 89.8% of the respondents agreed that the Public Performance Act ensured the efficient use of resources. The results indicated that 79.6% of the respondents agreed that efficient use of resources in the public sector was dependent on several other factors such as political decisions and individual company's ability. Furthermore, the results revealed that 75.5% of the respondents agreed that competition between individuals or departments for limited resources was a frequent reason for conflict. The findings from the study showed that 75.5% of the respondents agreed that important resources were often limited, making individuals compete against each other for these resources, resulting in conflict in the workplace. Also, 85.7% of the respondents agreed that organizational resources were posited to influence organizational performance. It was found that 93.9% of the respondents agreed that having access to information was an important resource an employee could get to perform well. Finally, the results showed that 91.9% of the respondents agreed that the technology was updated on daily basis, which was essential for the company to upgrade its technologies to be successful

iii. Salaries and wages

The findings of the study revealed that 57.1% of the respondents were satisfied with the content of pay. Furthermore, 59.1% of the respondents agreed that adequate pay contributes to better performance. Also, the results indicated that 67.3% of the respondents agreed that low salaries and wages result in poor performance. Moreover, 91.8% of the respondents agreed that equal pay between male and female employees in the organization led to high commitment and involvement in their jobs. Also, the results revealed that 89.8% of the respondents agreed that they received salary on the day there were supposed to be paid. The results showed that 46.9% of the respondents agreed that there were additional rewards for higher performance. Besides, 57.1% of the respondents agreed that they accumulated vacation time from year to year. 51% of the respondents agreed that their companies offered incentives for workers.

The results further indicated that 69.4% of the respondents agreed that their companies scheduled planned overtime in production departments. Lastly, 89.8% of the respondents agreed that their companies offered employees the traditional vacation/sick leave policy or a personal time off policy.

v. Environmental issues

The results of the study revealed that 61.2% of the respondents agreed that the working environment was conducive for them. Moreover, 87.8% of the respondents agreed that having a favourable working environment helped increase performance. Furthermore, the findings showed that 91.8% of the respondents agreed that having a positive work environment led to better health. Besides, 85.8% of the respondents agreed that rewards were required to promote certain behaviours in employees. The results further indicated that 97.9% of the respondents agreed that supporting and encouraging a workforce that is healthy, could improve productivity, staff morale, and employee engagement. The results also showed that 95.9% of the respondents agreed that good behaviour also determined a good and peaceful workplace. Furthermore, 95.9% of the respondents agreed that to create a positive work environment, each employee needs to feel valued. It was found that all the respondents (100%) agreed that a positive work environment includes routine training programs and instils a positive attitude among employees towards their work. The findings also revealed that 98% of the respondents agreed that it was very important to build trust, for a proper and smooth working environment. Finally, all the respondents, representing 100% agreed that transparency was an important factor to ensure that the environment is smooth.

v. Attitude

Furthermore, 98% of the respondents agreed that it was important that performance appraisal be correctly implemented and evaluated in the organization. Also, all the respondents, representing 100% agreed that managers and staff should work together to achieve the company's goals. Moreover, 98% of the respondents agreed that self-efficacy played a role in increasing employee performance. Also, all the respondents, representing 100% agreed that an undesirable attitude in the workplace created a dysfunctional environment among employees.

The results indicated that all the respondents, representing 100% agreed that a positive attitude improved their motivation. The findings from the study revealed that all the respondents (100%) agreed that having a positive attitude increased productivity level. Not only this but also, 93.9% of the respondents agreed that attitudes helped to grow the prevailing workplace atmosphere that governs employee morale, productivity, and team-building abilities. Moreover, 92.8% of the respondents agreed that employers and employees with a positive attitude were less prone to stress and burnout. Lastly, the results showed that 95.9% of the respondents agreed that a positive attitude helped to achieve goals and career success. The results of the inferential statistics are shown in the proceeding sections.

4.4 Inferential Statistics

To draw valid conclusions based on the results, inferential statistics such as correlations, regression, analysis of variance, Post Hoc Scheffe's test and t-test were further computed. The findings are demonstrated in the sections below.

4.4.1 Correlations

To determine the relationship amongst factors that determines employee performance (training and development, allocation of resources, salaries and wages, environmental issues, and attitude), Spearman's correlations was computed. The results are shown in the Table 4.6.

Table 4.6: Spearman's correlations: Determinants of performance

Variables	r/p	Training & development	Allocation of resources	Salaries and wages	Environmental issues	Attitude
Training and development	r	1.000	-	-	-	
Allocation of resources	r	0.510**	1.000	-	-	-
	p	0.000*				
Salaries and wages	r	0.430**	0.510**	1.000	-	-
	P	0.002*	0.000*			

Environmental issues	r	0. 120	-0.078	-0.144	1.000	-
	p	0.410	0.596	0.322		
Attitude	r	0.052	**0.311***	**0.289 ***	0.119	1.000
	p	0.721	**0.030***	**0.044***	0.416	

**. Correlation is significant at the 0.01 level (2-tailed).

The information from the Table 4.6 reveals that there was a significant positive relationship between determinants of performance such as training and development, allocation of resources, wages, and salaries respectively, at the 1% level of significance. However, there was no significant relationship between environmental issues and other factors that determines employee performance at the 1% level of significance.

4.4.2 Analysis of variance

To determine the influence of demographic variables (age, disability, marital status, race, position, size of the company, location of the business and tenure) on determinants of performance (training and development, allocation of resources, salaries and wages, environmental issues, and attitude) Anova was computed on all the items and the results are shown in the proceeding sections.

4.4.2.1 Analysis of variance: Training and development demographic variables.
The results of the influence of the demographic variable on training and development within the organisation are shown in the Table 4.7.

Table 4.7 Anova: Training and development and demographic variables

Biographical Variable	F	P
Age	1.451	0.179
Disability status	0.314	0.995
Marital status	1.764	0.082
Race	1.864	0.064
Position	2.387	0.017**
Department size-full time	2.155	0.030**

Department size- part time	1.506	0.156
Location of the business	0.750	0.745
Tenure	1.508	0.156

The results of the study indicated that there was no significant difference in the perception of the respondents varying in age, disability type, marital status, race, department size-part-time location of the business and tenure regarding training and development at the 5% level of significance, respectively. On the contrary, the results showed that there was a significant difference in the perception of the respondents varying in position and department size-full time regarding training and development at the 5% level of significance, respectively. To determine where the difference lies, the Post Hoc Scheffe's test was computed and results shown in Table 4.8

Table 4.8: Post Hoc Scheffe's Test- Position and department (full time) and training and development

Dimension	Categories of position	N	Mean
Positions	Branch managers	10	2.92
	Managers	19	**3.84**
	Chief financial officers	19	**3.55**
	IT Professionals	1	**4.00**
Department size-full timed	10-40	8	**3.64**
	61-80	2	**3.55**
	81-100	14	**3.68**
	Above 100	25	3.44

The information from the Table 4.8 shows that managers, Chief financial officers, and IT professionals were more convinced that perceived training and development influenced employee performance and productivity, while the branch managers were less convinced that that perceived training and development influenced employee performance and productivity. Moreover, about 10-100 full time employees were more satisfied that perceived training and development influenced employee performance and productivity, whereas those above 100 were less satisfied that perceived training and development influenced employee performance and productivity. The results on the influence of the demographics variables on allocation of resources are present in the section below.

4.4.3.2 Analysis of variance: Allocation of resources demographic variables
The findings on the influence of the demographic variables on the allocation of resources in the organisation are shown in the Table 4.9.

Table 4.10: Post Hoc Scheffe's Test- Position and location of the business and allocation of resources

Dimension	Categories of position	N	Mean
Positions	Branch managers	10	3.72
	Managers	19	**4.03**
	Chief financial officer	19	**3.95**
	IT Professional	1	**4.70**
Location of the business	National	6	**4.05**
	KwaZulu-Natal	42	3.93
	Other	1	**4.40**

The information from the Table 4.10 shows that managers, Chief financial officers, and IT professionals were more satisfied that perceived allocation of resources influenced employee performance and productivity, while the branch managers were less satisfied that that perceived allocation of resources influenced productivity.

Moreover, the respondents whose businesses were located nationally and at other locations were more satisfied that resources allocation influenced productivity, while those whose businesses were located at KwaZulu-Natal were less satisfied that perceived allocation of resources influenced productivity. The section below describes the results of the influence of the demographic variables on link between salaries and wages and performance.

4.3.3 Anova: Salaries and wages and demographic variables

The results concerning the influence of the demographic variables on the perceived salaries and wages are shown in the Table 4.11.

Table 4.11 Anova: Salaries and wages and demographic variables

Biographical Variable	F	P
Age	1.378	0.214
Disability status	0.286	0.995
Marital status	0.892	0.584
Race	1.249	0.287
Position	1.476	0.170
Department size-full time	1.119	0.379
Department size- part time	1.148	0.357
Location of the business	1.154	0.352
Tenure	1.154	.352

From the Table 4.11, results of the study showed that there was no significant difference in the perception of the respondents varying in age, disability type, marital status, race, positions, department size, location of the business and tenure regarding salaries and wages at the 5% level of significance, respectively.

The results of the influence of the demographic variables on perceived environmental issues and performance are shown in the following section.

4.4.3.4 Anova: Environmental issues and demographic variables

The Table 4.12 shows that results of the influence of the demographic variables on the perceived environmental issues and performance.

Table 4.12 Anova: Environmental issues and demographic variables

Biographical Variable	F	P
Age	1.666	0.117
Disability status	0.918	0.539
Marital status	1.442	0.193
Race	0.623	0.808
Position	1.333	0.243
Department size-full time	1.285	0.269
Department size- part time	0.625	0.807
Location of the business	0.957	0.505
Tenure	0.963	0.500

From the Table 4.12, results of the study showed that there was no significant difference in the perception of the respondents varying in age, disability type, marital status, race, positions, department size, location of the business and tenure regarding environmental issues at the 5% level of significance, respectively. The results of the influence of the demographic variables on perceived attitude and performance are shown in the following section.

4.4.3.5 Anova: Attitude and demographic variables

The Table 4.13 shows that results of the influence of the demographic variables on the perceived attitude and performance.

Table 4.13 Anova: Attitude and demographic variables

Biographical Variable	F	P
Age	2.972	0.006**
Disability status	0.481	0.903
Marital status	0.836	0.606
Race	1.060	0.418
Position	2.528	0.017**
Department size-full time	1.873	0.076
Department size- part time	1.505	0.171
Location of the business	0.980	0.481
Tenure	1.751	0.100

From the Table 4.13, results of the study showed that there was no significant difference in the perception of the respondents varying in disability type, marital status, race, department size, location of the business and tenure regarding perceived attitude and performance at the 5% level of significance, respectively. However, there was a significant difference in the perception of the respondents varying age and positions concerning perceived attitude and performance at the 5% level of significance, respectively. To determine where the difference lies, the Post Hoc Scheffe's test was computed and results shown in Table 4.14.

Table 4.14: Post Hoc Scheffe's Test- Age and position and attitude

Dimension	Categories of position	N	Mean
	25 years or below	6	4.25
	26- 40 years	26	**4.30**
	Above 40 years	17	4.26

Positions	Branch managers	10	4.36
	Managers	19	4.37
	Chief financial officers	19	4.16
	IT Professionals	1	4.20

The results of the study showed that the respondents between 26-40 years were more satisfied that attituded influenced performance, whereas those below 26 years and above 40 years, respectively, were less satisfied that attitude influenced performance. Moreover, when it comes to positions, branch managers and managers were more convinced that attitude influenced performance, while Chief financial officers and IT professionals were less satisfied that attitude influenced performance. The influence of gender on finding effective ways of measuring performance was further determined by computing one sample t-test.

4.4.3 One sample T-Test: All variables and Gender

The sample t-test was computed to determine whether gender influences employee performance.

Table 4.15   T-Test: Gender and determinants of performance

All variables	T	Df	P
Training and development	21.281	49	0.000**
Allocation of resources	51.012	49	0.000**
Salaries and wages	46.838	49	0.000**
Environmental issues	59.716	49	0.000**
Attitude	77.094	49	0.000**

* $p < 0.01$

Results in the Table 4.15 showed that there was significant difference in the perceptions of male and female employees regarding all the determinants of performance, respectively, at the 1% level of significance.

To determine the views of males and females on effective ways of measuring performance, a Post Hoc Scheffe's test was conducted and the results shown in the Table 4.16.

Table 4.10: Post Hoc Scheffe's Test- Gender and attitude

Dimension	Categories of position	N	Mean
Training and development	Female	29	3.30
	Male	20	**3.89**
Allocation of resources	Female	29	**3.95**
	Male	20	**3.95**
Salaries and wages	Male	20	3.70
	Female	29	**4.28**
Environmental issues	Female	29	**4.35**
	Male	20	4.18
Attitude	Female	29	**4.01**
	Male	20	3.19

From the Table 4.16, when it comes to training and development, males were more satisfied while females were less satisfied. However, in terms of allocation of resources, salaries and wages, environmental issues and attitude, females were more satisfied whereas males were less satisfied.

4.17 Chapter summary

This previous chapter described the analysis processes used in this study, and further documented calculations of descriptive statistics documented in table format. To draw valid conclusions based on the results, inferential statistics such as correlations, regression, analysis of variance, Post Hoc Scheffe's test and t-test were further computed. Chapter five proceeded with the discussion of results obtained from participant.

CHAPTER FIVE
DISCUSSION OF THE RESULTS

5.1 Introduction

Chapter four analyzed the key findings of the research whereas, chapter five proceeded with the discussion of the findings obtained from the sample studied. The underlying objectives which guided the entire research were to study the influence between training and development and employee performance; to assess the relationship between resource allocation and employee performance; to evaluate the role of salaries and wages towards employee performance; to determine the influence of environmental issues/space allocation to employee performance; lastly, was to evaluate the effect of worker's attitudes and its impact on performance. The following research objectives were articulated using the relevant documented literature.

5.2 Objective one: to determine the influence of training and development on employee performance.

From the research, the results showed that training and development had no significant difference in employee performance. The findings of this research have supported claims from the previously articulated ideas on training and development. Sims (1990) considered training and development as not only beneficial for the organization, but also for the employees. Furthermore, training and development leads to improved profitability and a more positive attitude towards revenue orientation, enhances job knowledge and skills at all levels of the organization (Sims, 1990). According to Coetzee (2013), training and development increases productivity and enhances employee motivation, also, improve the organizational culture, quality, and safety. Training and development ensure that the employee is better equipped and developed to increase his or her performance. This suggests a strong connection between developing training strategies and ensuring that workers are provided with sufficient training and advancements in their careers. Rusaw and Fisher (2017) claimed that through training and development individuals learn new knowledge and skills about a certain phenomenon, this helps individuals to retain their existing knowledge, improve on their abilities and obtain useful skills. Sims (1990) confirmed that training and development also benefit the individual or employees to better their decision-making and enhances effective problem-solving skills.

Training and development also play a role in helping workers handle stress and pressure at work. Having training sessions, being allocated mentors, or being placed in groups while learning a particular field, or skill works as an advantage to build employee relations and helps avoid tension and frustration which can course job dissatisfaction (Sims, 1990). This is evidence that training, and development have a positive influence on the performance of many organizations. Coetzee (2013) researched the relationship between training and development and employee performance, in his research, he observed that training and development are a moderating factor to enhance performance in the workplace. In addition to the literature on training and development and its connection to employee performance, the results of this research showed that 81.6% of the respondents agreed that training was a must for enhancing the productivity and performance of employees. A large percentage of employees agreed that training is compulsory for employees to develop useful skills and to function efficiently. This objective was achieved, and the literature provided evidence to the attainment of this objective.

5.3 Objective two: to assess the relationship between resource allocation on employee performance.

The study further explored the influence of resource allocation on employee performance. The results of this study were in correlation with previous research conducted, that there is no significant difference between the allocation of resources and the level of performance. The scarcity of resources makes it hard for employees to carry out their tasks as they should (Shafritz, 2014). This implied that having limited resources have potential harm to productivity. Most employees from the 'Water and Sanitation Department' also indicated that there was a problem with lack of resources as it affected their performance. Having to wait for resources to be available so they could carry on their duties harmed their performance. Chandler (1962) articulated that productivity includes not only the achievement of goals and objectives but also resources that must be allocated for productivity to increase. Not having the necessary tools to perform the job it is impossible to carry out tasks. This shows a relationship between productivity and resource allocation. Hofer and Schendel (1978) argued that a key reason why firms need to formulate strategies was to assist in the allocation of discretionary strategic resources. This showed the significance of having all the necessities to carry out functions in organizations.

This signified the strong correlation between resources and performance. Upon collection of data, it was discovered that physical resources are scarce at the Msunduzi Municipality, especially brooms and mops for the workers located in the cleaning of the town and the nearby communities. Several workers agreed that there is a shortage of resources in the municipality and that harms performance, sometimes they will sit and wait for the others to finish using certain tools, or equipment before they could carry on with their duties. It was also discovered that the course of delays in collecting waste, and dirt from various sections of Pietermaritzburg is that there is a shortage of cars that transports waste to the dumping sites. The scarcity of resources makes it hard for employees to carry out their tasks as they should (Shafritz, 2014). For this research, 85.7% of the respondents agreed that organizational resources affect organizational performance. This objective was achieved, and the literature provided evidence to the attainment of this objective.

5.4 Objective three: to evaluate the role of salaries and wages on employee performance.

This research also explored the role of salaries and wages towards employee performance. The results for this study somewhat supported a close relationship between salaries and wages and their influence on performance. Among the factors that affect productivity, the issue of compensation is crucial for all workers. Erastus (2013) observed that compensation and employee satisfaction drive productivity, indirectly creating profit for an organization. This supports what most workers agreed that there is a positive relationship between salaries and wages as well as performance, although some indicated that their motivation is highly extrinsic, although they would expect their salaries to be paid and on time, they are still motivated to do their jobs accordingly. Most respondents also pointed out that they are incentives given to them including the 13th cheque and bonuses as well as other benefits. There are many ways in which organizations can enhance the performance of employees. The use of a performance-based compensation system to give rewards on successful completion of specific organizational goals and objectives (Martin & Jackson, 2000). Additional research gave evidence that compensation to employees improves their performance (Mulvaney, 2019). Another system is the bonus system which can also be used for motivating the employee to work towards their achievement of the company (Mulvaney, 2019). Empirical studies found that there is a positive relationship between performance-related pay and overall company performance (Mulvaney, 2019).

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For this research, 91.8% of the respondents agreed that equal pay between male and female employees in the organization led to high commitment and involvement in their jobs. This showed that when workers are treated fairly and equally regardless of their gender, there is a sense of harmony and unity in the workplace which in turn increases performance. This objective was achieved, and the literature provided evidence to the attainment of this objective.

5.5 Objective four: to determine the influence of environmental issues/space allocation on employee performance.

Based on this research, it was discovered that there is a strong relationship between the work environment and employee performance at the Msunduzi Municipality. Barry and Heizer (2001) found that the labour for an organization is drawn from the society in which it functions, any factors that impact society will also have an impact on the organization, and further stated that employees desire a conducive work environment. Most employees from Msunduzi Local Municipality articulated that, the work environment is sometimes not conducive because of work politics and not having to meet deadlines because of lack of resources, and the lack of transparency between the workers from higher ranks, middle and lower-level employees.

A strong organizational culture enables the firm to adapt to environmental changes and to coordinate and incorporate its internal operations very well, this has a positive impact on how employees execute their daily activities (Barry & Heizer, 2001). This shows a strong relationship between the type of work environment as well as performance. A conducive work environment makes it easy for employees to adapt to, and that has positive implications for increased productivity. The results show that the work environment and organizational culture have a positive impact on job satisfaction. Barry and Heizer (2001) stated that the work environment is the physical environment and has an impact on the employee performance, security, and quality of work-life. The work environment provides security and allows employees to work optimally, it can influence the emotions of the employee. This further justifies that, when workers are happy at their workplace, they are more satisfied, stress-free and this has positive implications for their wellbeing. Moreover, besides the physical environment where employees work, the actual work environment includes not just the physical space, but also a good working relationship between fellow employees and a positive relationship between subordinates and their superiors.

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For this study, the results further indicated that 97.9% of the respondents agreed that supporting and encouraging a healthy workforce, could improve productivity, staff morale, and employee engagement and that, good behaviour creates a positive culture which results in a conducive work environment and therefore increased productivity. This objective was achieved, and the literature provided evidence to the attainment of this objective.

5.6 Objective five: to evaluate the effect of worker's attitudes and its impact on performance.

From the study, results showed that attitude can be viewed as an indicator of performance. In the work-place attitudes are strongly associated with performance, because if a person has a negative attitude and does not want to perform well, they will not perform accordingly, based on their attitude towards that certain behaviour. It is also evidence from this study that, attitudes can be learned through modeling and practicing someone's behaviour. In psychology, an attitude refers to a set of feelings, convictions, and practices toward a specific event. Individual, thing, or occasion (Mcleod, 2018). Attitudes are often the result of involvement or childhood, and they can have an effective impact on behaviour (Mcleod, 2018). Moreover, attitudes can change over time, based on someone's experience, beliefs, and the learned behaviours that have been deemed acceptable by an individual or a group.

Mcleod (2018) distinguished between implicit and explicit attitudes, he defined explicit attitudes as those that individuals are deliberately mindful of, which clearly impact their practices and convictions whereas, implicit attitudes are unconscious but still impact individuals' convictions and behaviour. An employee's attitude can possibly affect his or her relations with others. For example, a person with a negative attitude, who is always grumpy and unapproachable, makes it hard for other employees to build relations and communicate with him or her. On the off chance that an employee's work assignments include coordinated effort with others, his or her attitude or mentality can influence the success or failure of the group. Perlovsky (2013) claimed that social roles and social standards can have a solid impact on attitudes. Social roles narrate how people are likely to perform in a specific role or context. Moreover, social norms contain society's rules for what behaviours are deemed appropriate. Social issues have the potential to influence major changes in business practices and failure to respond to these social changes can threaten business viability and stability.

Social norms are the influence of attitudes and the standards that are set for people to achieve, based on the belief that something is deemed acceptable in society, that has a major impact on one's attitude and behaviour. Attitudes and social norms work interchangeably as they guide the standards of accepted practices and disregard other practices based on a collective agreement or attitude about a specific phenomenon. It is evidence that attitude can be coursed by an individual's experience, background, modeling other people's behaviours and beliefs. Understanding the concepts of attitudes is a complex process because attitudes are constantly changing based on the experience of someone.

Also, other scholars have portrayed that having a positive attitude to different challenges and problems encountered is a choice that one can have, whether to react negatively or positively in a situation depends on oneself and their mindset. For this study, 98% of the respondents agreed that self-efficacy played a role in increasing employee performance. Self-efficacy is the confidence that one has in achieving their goals, which could be company goals, advancing their career, etc. Individuals vary in the levels of self-efficacy because others may have lower confidence and self-esteem about something, or even achieving a certain goal whereas others are highly motivated and their self-efficacy in achieving certain goals and objectives. For this study, the findings from the study revealed that all the respondents (100%) agreed that having a positive attitude increased productivity level. This confidently indicates a correlation between attitudes and productivity. This objective was achieved, and the literature provided evidence to the attainment of this objective.

5.7 Chapter Summary

The chapter focused on the discussion of results of which proved that there is a strong relationship between the proposed objectives to productivity in the workplace. Based on the calculations drawn from the analysis chapter, evidence shows most constructs correlate with the productivity of employees. The results of this study showed that the objectives administered were achieved and the literature documented was substantial in addressing this. The results can be generalized for other Municipalities with similar problems. This study also offered recommendations for addressing problems with lack of performance faced by a variety of public institutions. The following chapter gave recommendations for this research as well as for future research, limitations posed by this research were articulated, and lastly, the future improvement plans that will help a variety of organizations with performance management and high productivity.

CHAPTER SIX
CONCLUSIONS, RECOMMENDATIONS & LIMITATIONS

6.1 Introduction

Chapter five offered an overview of the main findings of the research and gave results of the discussion of findings. Results can be generalized to the entire population because of its large sample as per the paradigm of quantitative, deductive reasoning. Chapter one gave an outline of the background knowledge that has influenced this paper, as well as summarized the proposed study problem, objectives, and questions. Chapter two further linked the previously written ideas about performance, the researcher integrated the literature with some of the knowledge from its unique study site. Chapter three outlined the methods used for obtaining the data that is used to measure the proposed objectives and that was useful in answering the study questions which lead to chapter four which analysed the information given by respondents.

Chapter four was conducted using quantitative approach techniques. Chapter five formulated a discussion of the findings and gave an interpretation of the responses of the respondents. Chapter six gave recommendations for further studies that can be drawn from this study. Recommendations will assist in giving precise measures of dealing with performance in organizations, not only will this impact the organization but will also have an impact on the surrounding communities' perception of the organization, its satisfaction with the organization to its service delivery. Contributions of this study will also help other municipalities affected by all the complexities brought about by modern organizations in the workplace.

6.2 Conclusion

This study addressed the importance of performance in the workplace, drawing from previously underpinning ideas that helped in guiding the analysis. This study aimed at measuring the output or results of the productivity of employees against input such as training and development, salaries and wages, the allocation of resources, the environmental issues, as well as attitudes as a predictor of performance. Performance is a crucial issue to be effectively measured and managed in organizations, studies have shown that poor performance leads to poor productivity.

This is a challenge because productivity is very important for organizations to succeed and carry-on functioning. In many real-life instances, organizations have failed because of poor performance, however, it crucial to look at the elements that have an impact on performance productivity, as they may break or uplift the organization. In terms of allocation of resources, salaries and wages, environmental issues, and attitude, females were more satisfied whereas males were less satisfied. The results of this study proved that there is a positive relationship between the proposed variables or objectives to have a positive relationship. Based on the calculations drawn from the analysis chapter, evidence showed that most constructs correlated with the productivity of employees. The results of the study aimed at answering the research questions and the basis for the underlying concepts were addressed following the subject matter. Results can be generated for other municipalities with similar problems. This study will further offer recommendations for dealing with problems with lack of productivity faced that is facing a variety of public institutions. Contributions of this study will also help other municipalities affected by all the complexities brought about by modern organizations in the workplace.

This study contributed more knowledge on performance and factors affecting employee performance in the workplace. Many authors have written about the subject and provided empirical evidence on how to measure employee performance. The researcher aimed at further developing the ideas of previous scholars on the subject matter. The researcher used of previously documented ideas of measuring and testing theories about performance using secondary sources and the material of other authors to create a basis for new arguments. This study further contributed to the future improvement plans for the Msunduzi Municipality. The contribution of results from one municipality can be generalized to the larger scope of municipalities dealing with the same issues on lack of performance and proper performance management systems. Municipalities can also benefit from the contributions of this study in making sure that ensure proper service delivery to the local communities benefiting from the services offered by the institution.

6.3 Recommendations for the anticipated results and for future studies

- The researcher recommends that the organization must offer more workshops to help educate and train the workers to be more productive and efficient.

- Implement new strategies that will be more accessible to the public in terms of proper and quality communication, improve on service delivery, and being transparent not only to the staff members but also members of the public in which the municipality serves as well as the staff members.

- Implementing and reviewing if there is vertical alignment between training and development with management's operating goals, aligning these strategies will equip employees to perform better as well as help the organization in retaining trained staff.

- Early in the process of implementing and executing a new or different strategy, top management must determine what funding is needed to execute new strategic initiatives as well as offer support to employees undergoing training and development and include employees in decision-making processes.

- Optimize the allocation of resources.

- Execute financial planning, this will help achieve designed goals and objectives within a set budget.

- Minimizing the use of resources during the project which is necessary to improve efficiency and minimize the cost of the project.

- Execute risk plans for critical resources and update estimates regularly.

- Utilize systems to guide the allocation of resources.

- Communicate compensation plans, ensure the employees understand their compensation, and have a clear line of sight between organizational mission, culture, and their compensation

- Communicate how the pay structure works and how decisions are made.

- Ensure differences in pay are understood by employees.

- Use total rewards statements to communicate rewards.

- Wages and salaries must maintain equity, competitiveness, matching employee expectations.

- Reinforcing positive employee behaviour and eliminating any discrepancies.

- Offer skill-based pay (rewards employees for acquiring new skills)

- Implement an on-going process of managing a wage and salary structure, managers must be sensitive to those costs and must be vigilant about managing them properly

- Offer incentives for excellent performance

- Evaluate compensation policies, to attract and retain good employees, organizations should provide reasonable compensation and appropriate benefits to its employees.

- Organizations should keep employees well-informed about the values, extent, and costs of benefits that the organization provides

- Managers should encourage values that support the company's ability to rapidly detect, interpret, and translate signals from the environment into new behaviours

- Management should ensure that the internal environment is sufficiently favourable to empower employee performance at the optimal level.

- Organizations should have a high- level of trust and respect for their employees, this will lead to a conducive work environment.

- Treat all employees with fairness.

- Offer more training and coaching programs and evaluate to ensure that these programs are beneficial to employees and the company.

- Create a line of sight, have an end goal, get more people to be involved in the process of implementing changes, when employees are involved, they feel valued.

- Informing all employees about crucial decisions.

- Managers should encourage and complement co-workers respectively.

- Employees must be willing to help others and build strong relations, work as a team

- Reward those with a positive attitude (promotion, job opportunities, or a pay raise)

- Managers should learn how to precisely differentiate between productive and destructive people, and deal with the destructive ones accordingly.

- A company's strategic priorities must drive how capital allocation are made and the size of each units operating budget. This must be done accurately and effectively.

- Critically consider transparency and fairness in grading and remuneration of all staff members.

- Evaluate the need for existing contract staff and provide justifications for retention.

- Recommend changes, improvements and developments for enhancing the portfolios practices, performance and outcomes.

- Give employees regular feedback.

- Accentuate positive conditions.

- Be a positive role model.

6.4 Limitations of the study

Organizations are constantly developing and improving their conditions, having said that, more knowledge is invented and produced as the organizations evolve. Technology has largely influenced modern organizations. The constant change that organizations encounter creates the need for more research to be conducted, using both qualitative and quantitative approaches to measure performance. This research used a quantitative approach to understanding the concept of performance.

The identified limitation in this is that the researcher could have added more tools, like qualitative methods to introduce a more triangulation method to understand concepts, opinions, or experiences of the participants. The use of qualitative tools could also help to gather in-depth insights into the difficulties and this further helps in creating or generating new ideas for research.

Another limitation that can be pointed out is the sample size of fifty (50) since the population of the employees at Msunduzi Municipality is too large and the researcher used two departments for inclusion criteria, the sample size was limited, it could be improved for future studies. Another limitation is that the researcher had one method for data collection, it could be beneficial if more methods could be considered. Regardless of the limitation provided, the knowledge obtained from the subject of performance in the organization could be beneficial for other organizations and be used as a guide for future research. Also, contribute to public sector organizations.

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Appendix A: Questionnaire

University of KwaZulu-Natal

M Com Research Project

School of Management, Information Technology & Governance,

Researcher: Nqobile Phindile Molefe (0786526010
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Supervisor: Professor Maxwell Phiri (0332605843/ Phirim@ukzn.ac.za)

I am a master's student in the school of Management, Information Technology& Governance, discipline of law and management studies, majoring in Human Resource Management at the University of KwaZulu-Natal, Pietermaritzburg. You are requested to participate in a research project titled: Effective ways of measuring employee performance: A study of Msunduzi Local Municipality.

Your contribution in this project is voluntary. You may refuse to contribute or withdraw from the project at any time with no negative consequence. There will be no financial reward from partaking in this research project. Confidentiality will be maintained by the researcher and the school of Management, I.T. & Governance and your answers will not be used for any purpose outside of this study. If there are any queries or uncertainties about participating in this study, please contact the researcher or my supervisor via the contacts details provided above.

Roughly, (15) minutes is required to complete the questionnaire. I hope you will take the time to fill in the questionnaire.

This questionnaire will be used for the purpose of collecting data only and this data will help the researcher in completing the degree. This information will be highly confidential and may not be disclosed to anyone without your consent.

If you do not like to be called by your real name, a pseudonym will be given to you and that will be indicated on the informed consent form for you to sign. The instructions of answering this questionnaire are listed above of each section, and what you need to do is let the instructions guide you in fully answering the questions. If there is anything you may need clarity on, please do not hesitate to ask me. Your participation will be highly appreciated.

Thank you.

Regards,

Nqobile Molefe

Researcher's Signature

SECTION A: PARTICIPANTS (DEMOGRAPHIC INFORMATION):

1.   Your age:

25 or below	26 to 40	Above 40

2.   Your gender:

Female	Male

3.

Disabled	Yes	No
Specify type		

4.   Please mark with an X next to your selection.

4.1   What is your marital status?

Single (never married)	
Married	

Widowed	
Divorced	

5.   Please mark with an X next to your Race group.

5.1   What is your race?

African	
White	
Coloured	
Indian	
Other, specify	

6. Your role in the company (Select <u>ONE</u> option only, mark with an X)

Branch Manager	Manager	Supervisor	HR Professional	Staff from Water and Sanitation department
Other specify				

7.   The size of your department   a)   Full time employees

Below 10	10 to 40	41 to 60	61to 80	81 to 100	Above 200

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8. . **Your business is well-known**

National	KwaZulu-Natal

9. **How long have you been working for this company?**

Less than a year	1-5 years	6 to 10years	11 to 20years	More than 20years

10. **SPECIFY YOUR LEVEL OF AGREEMENT WITH THE FOLLOWING STATEMENTS:**

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Neither agree nor disagree
10.1 Your organization considers training as part of the organizational strategy?						

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10.2 Are you satisfied with the information provided by the trainer during the training session?					
10.3 Is your organization conducting training and development programmes frequently?					
10.4 Is your career growth based on the training programmes you attended?					
10.5 Do you feel training programmes are compulsory for employees?					

10.6 Training is a must for enhancing productivity and performance for employees?					
10.7 Is training an important feature of this organization?					
10.8 Training evaluations are properly done in this organization?					

10.9 Do employees initiate training plans?					
10.10 Training and development is a strong predictor of success?					

SECTION C. INDICATE YOUR AGREEMENT WITH THE FOLLOWING STATEMENTS ON THE PERCEIVED IMPACT OF ALLOCATION OF RESOURCES TO EMPLOYEE PERFOMANCE.

	Strongly disagree	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
11.1 Given all the necessary resources, employee performance can increase?					
11.2 When resources are limited, there is little or no room for major changes in the project direction?					

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11.3 There must be an assessment of the relationship between performance and resource consumption?				
11.4 Through the Public Procurement Act it shall be ensured that one achieves as efficient a use of resources as possible.				
11.5 An efficient use of resources in the public sector will be dependent on several other factors such as political decisions and the individual company's ability?				
11.6 Competition among people or departments for limited resources is a frequent cause for conflict?				
11.7 Important resources are often limited, individuals may compete against each other for these resources and this may course conflict in the workplace?				

11.8 Organizational resources have been posited to influence organizational performance?					
11.9 Having access to information is an important resource an employee could get to perform well?					
11.10 The Technology is updating day to day; it is essential for the company to upgrade its technologies to succeed?					

SECTION D. PERCEIVED CORRELATION BETWEEN SALARIES AND WAGES AND ITS INFLUENCE ON PRODUCTIVITY.

12.   Indicate your response to the following statements regarding the connection between salaries and wages to performance.

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
12.1 Are you satisfied with your current pay?					

12.2 When employees are paid well, they perform better?					
12.3 Low salaries and wages results in poor performance?					
12.4 Equal pay between male and female employees in the same positions leads to high commitment and involvement in their jobs?					

12.5 Do you receive the salary on the day that you are supposed to?					
12.6 Are there any additional rewards for employees who are performing higher than expected?					
12.7 Do employees accumulate vacation time from year to year?					
12.8 Indicate if your company offers incentives to workers?					
12.9 Does your company schedule planned overtime in your production departments?					

12.10 Does the company offer employees the traditional vacation/sick leave policy or a personal time off policy (PTO)?					

SECTION E. PECIEVED ENVIROMENTAL ISSUES AND PERFOMANCE.

13. INDICATE YOUR LEVEL OF AGREEMENT WITH THE FOLLOWING STATEMENTS:

	Strongly disagree	**disagree**	**Neutral**	**Strongly agree**	**Agree**
13.1 Is the working environment conducive for you?					
13.2 Having a favourable working environment help increase performance?					
13.3 Having a positive work environment leads to better health?					
13.4 Rewards are necessary to encourage certain behaviours in employees?					

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13.5 By encouraging and promoting a healthy workforce, you can improve: Productivity; staff morale and employee engagement?					
13.6 A good behaviour also determines good and peaceful environment?					
13.7 In order to create a positive work environment, each employee needs to feel valued?					
13.8 A positive work environment includes routine training programs and instil positive attitudes among employees towards their work?					
13.9 It is very important to build trust, for a proper and smooth working environment?					

13.10 Transparency is an important factor to ensure that the environment is smooth?					

SECTION F. PECIEVED ATTITUDE AS A STRONGER PREDICTOR OF PERFOMANCE

14. INDICATE YOUR LEVEL OF AGREEMENT WITH THE FOLLOWING STATEMENT

	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
14.1 Motivation is a strong indicator of performance?					
14.2 I believe that it is important that performance appraisals be correctly implemented and evaluated in this organization?					
14.3 Managers and staff should work together to achieve the company goals?					
14.4 Does self-efficacy play a role in increasing employee performance?					

14.5 A negative attitude in the workplace creates an atmosphere of distrust among employees?				

14.6 A positive attitude improves motivation for yourself and others?				
14.7 Having a positive attitude increases productivity levels?				
14.8 Attitudes help to develop the prevailing workplace environment that determines employee morale, productivity and team building abilities?				
14.9 Managers and employees with a positive attitude are less prone to stress and burnout?				
14.10 A positive attitude helps to achieve goals and career success?				

THANK YOU FOR YOUR PARTICIPATION.

Appendix B: Permission letter from the Msunduzi Municipality

The Msunduzi Municipality
OFFICE OF THE MUNICIPAL MANAGER

Private Bag X 321
Pietermaritzburg
3200
(033) 392 2882

City Hall, Chief Albert Luthuli Street
Pietermaritzburg
3201
www.msunduzi.gov.za

Enq: M C Jackson   Tel. 033 392 2882   E-mail: madeleine.jackson@msunduzi.gov.za

13 SEPTEMBER 2019

Dear Nqobile Molefe
As per email: 213528733@stu.ukzn.ac.za

DETERMINANTS OF EMPLOYEE PERFORMANCE: A CASE OF MSUNDUZI LOCAL MUNICIPALITY, PIETERMARITZBURG

Your correspondence regarding the above has reference.

Please be advised that you hereby granted permission to conduct your research within Msunduzi Municipality, subject to the following conditions:

(i)   Letter from your institution confirming ethical clearance;

(ii)   Ensure that the Office of the City Manager is informed when you commence your research in the municipality.

(iii)   You will forward a copy of the completed research report to the Office of the Municipal Manager, c/o Ms. Madeleine Jackson as per the above contact details;

(iv)   None of the information and/or findings obtained during the research project will be used to construe the Municipality in a negative light and/or against the Municipality in any court of law.

(v)   The municipality will not be responsible and expected to provide resources for your study such as transport, research assistants, etc.

(vi)   The municipality must be informed of any publication or paper that will be published or presented containing municipal information.

I trust the above is in order

Sincerely,

MADELEINE JACKSON
SENIOR MANAGER: OFFICE OF CITY MANAGER

OFFICE OF THE CITY MANAGER

Telephone/uCingo: 033 3922002   Private Bag / Isikhwama: X321
Facsimile/iFekisi: 0868047349   Pietermaritzburg/ePietermaritzburg 3200

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Appendix C: Informed Consent

University of KwaZulu-Natal

College of Law and Management Studies

School of Management, Information Technology & Governance,

Researcher: Ms Nqobile Phindile Molefe (0786526010/ 213528733@stu.ukzn.ac.za)

Supervisor**:** Professor Maxwell Phiri (033 2605843 / Phirim@ukzn.ac.za)

CONSENT

I _____ (full names of participant) hereby confirm that I understand the content of this file and the nature of the research project, and I agree to contribute to this research project. I also understand that I can withdraw my participation from the project at any time.

_____   _____

Signature of Participant   Date

Appendix D: Ethical Clearance Letter

UNIVERSITY OF KWAZULU-NATAL ™
INYUVESI YAKWAZULU-NATALI

29 March 2021

Miss Nqobile Phindile Molefe (213528733)
School Of Man Info Tech & Gov
Pietermaritzburg Campus

Dear Miss Molefe,

Protocol reference number: HSSREC/00000800/2019
Project title: DETERMINANTS OF EMPLOYEE PERFORMANCE: A CASE OF MSUNDUZI LOCAL MUNICIPALITY, PIETERMARITZBURG.
Amended title: Effective ways of measuring employee performance: the study of Msunduzi Local Municipality.

Approval Notification – Amendment Application

This letter serves to notify you that your application and request for an amendment received on 24 March 2021 has now been approved as follows:

- Change in title

Any alterations to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form; Title of the Project, Location of the Study must be reviewed and approved through an amendment /modification prior to its implementation. In case you have further queries, please quote the above reference number.

PLEASE NOTE: Research data should be securely stored in the discipline/department for a period of 5 years.

All research conducted during the COVID-19 period must adhere to the national and UKZN guidelines.

Best wishes for the successful completion of your research protocol.

Yours faithfully

....
Professor Dipane Hlalele (Chair)

/dd

INSPIRING GREATNESS

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