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**The Perceptions of Employees of the Department of Customs Excise  
with regard to the effectiveness of the current Performance  
Management System in place: Swaziland Civil Service.**

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Submitted in partial fulfillment of the requirements for the degree of  
**MASTERS IN BUSINESS ADMINISTRATION**

**Graduate School of Business  
University of Kwazulu-Natal**

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December 2005

## **ACKNOWLEDGEMENTS**

My sincere gratitude and appreciation goes to the following people for their various contributions in making this project the success that it is:

My Supervisor Dr. Mark Dent for his guidance and the sacrifice he made to see this project through.

My bosses at work who allowed me to use the office hours to collect the data from their staff members.

All my friends who all contributed in their own special ways some financially and others emotionally, especially Basathu Toteng for being a pillar of my strength.

My lovely kids (Khulile, Sibusiso, Siyabonga, Musawenkosi and Siphelele) for bearing with me during my tense moments.

My husband for his love, support and encouragement throughout the period of my study.

Lastly all the colleagues at work who took the trouble and assisted by filling in the questionnaire for this study.

### **DECLARATION**

This research has not been previously accepted for any degree and is not being currently submitted in candidature for any degree.

I declare that this Dissertation contains my own work except where specifically acknowledged.

Signed: 

Date 16.01.2006

## **ABSTRACT**

Performance appraisal is a human resource function that has often been criticized by researchers due to its failure for making sufficient impact on employees' work performance hence organizational performance. Most authors have felt that it carries the greatest risk of either failing, falling into disuse or degenerating towards a meaningless paper work exercise if used as a stand alone process. Hence the shift by most modern organizations from the use of performance appraisal alone to manage employee performance to the use of an integrated performance management system making performance appraisal an integral part of the overall system of employee performance management.

Against this back drop a study has been carried out in order to establish the perceived effectiveness of the performance management system currently in use by the department of Customs and Excise (Swaziland Civil Service) as well as to identify areas where the system can be improved upon.

A self-administered questionnaire was used to collect data from employees of the department who are both in the top management level to present the managers' perceptions and the entry officers' level to present the non-managers' perceptions. The questionnaire was structured in such a way that it covers the main elements of a performance management system, which are planning performance, managing performance, reviewing performance and rewarding performance. Analysis of the data was done to ascertain the perceptions of the employees of the department on the effectiveness of the current performance management system and is presented on chapter 4 of this report.

The survey data reflected an overall negative level of satisfaction with the performance management system currently in use. A majority of the responses show that the current system is not clear on how it functions and what its benefits to effective work

performance. The current performance management system is considered ineffective because it:

- Does not provide for meaningful, timely feedback
- Is impossible to administer in an equitable objective manner.
- Uses performance appraisal as a stand alone process to manage employee performance
- Fails to set performance standards

The impact of this performance management system is as follows:

- It generates low moral
- It discourages team work
- It does not foster trust
- It generate avoidance of assessment
- It produces feelings of being judged rather than being appreciated.

A recommendation was made to introduce a holistic approach of performance management that treats performance appraisal as an integral part of a bigger picture of performance management with all the elements of a performance management system.

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## **CHAPTER 1**

### **1.0 RESEARCH TOPIC**

The perceptions of employees of the Department of Customs and Excise with regard to the effectiveness of the current performance management system in place: Swaziland civil service.

### **1.1 INTRODUCTION TO THE STUDY**

During the last twenty years mounting competition in domestic and international markets and fundamental structural change in much of the private sector has driven employers to look for greater flexibility and productivity and a stronger focus on serving the customer. There is no reason to believe these changes will go into reverse: if anything they will intensify (Hartle, 1997:45).

These pressures are experienced by organisations in all sectors of the economy. This is the reason why even the public sector organisations are beginning to see the need to transform their business operations. The current trend is for organisations to become more customer focused instead of being driven by production like the traditional organizations.

This situation has led to modern organisations to become more performance oriented with performance management growing out of its appraisal box to include the element of planning for performance, managing performance, reviewing performance and rewarding performance. Noe et al (2000), argues that future organisations will clearly strive for flexibility of work and providing good quality goods or services at lower costs. Successful organisations will be those that maintain continuous improvement on their work processes and operations as a core value. This requires organisations to reinforce such elements as initiative, team working, customer service, continuous improvement and flexibility by sound human resource management policies.

According to Hartle (1997), increased competition, globalisation, and the emergence of total quality management concepts, have led organisations to anxiously seek for better means of evaluating the performance of their human resource, in order for them to derive full value from ownership of this unique asset. As such most organisations today have adapted to the use of performance management systems. This is more so because of the perceived benefits that an organisation derives from the use of an effective and integrative performance management system.

Therefore given the above situation of a turbulent business environment, it is imperative not to treat performance appraisal and performance management in isolation, hence the need to recognise the relationship that exists between performance appraisal, performance management and the human resource management processes. In order to get the best out of the human capital they should be carefully selected, natured, trained and assessed in a way that will benefit both the organisation and the employee and be in line with the goals of the employee. The question then is how to create and implement an effective performance management system, in order to retain, manage and develop the best human resource in order to be competitive.

According to Hartle (1997) an integrated performance management system should be designed to encourage open, ongoing communication between the manager and the employee about performance issues. It should be seen as a flexible process which involves managers and their staff as partners, but within a framework which sets out how they can best work together. The framework should reduce the degree to which the process is a top-down process by giving more scope for employees to manage themselves and by encouraging a freer upwardly managed approach.

## **1.2 RESEARCH BACKGROUND**

Swaziland is a Kingdom with a dual system of government. There is the visible judicial government and the invisible traditional government known in Swazi Circles as The Elders 'Labadzala'. These Swazi Elders are operating from the main palace. This system of government has a lot of influence on all spheres of life in the Swazi society.

To a large extent the civil service as the major employer was full of people who were in employment not by merit but because of their birth rights (princes and princesses) including their cousins, uncles and aunts. Generally the civil service was like their father's farm where they can relax and enjoy and get paid at the end of the month. The situations is gradually changing because there are leaders who are becoming aware that some changes are needed for the government to effectively and efficiently fulfil its duties to the Swazi nation.

But still the civil service has people who will not come to work because they had to attend to their royal duties such as weeding the king's fields, attend the Incwala ceremony (a Swazi

annual event) or because they have to accompany the king on his royal trips abroad. As a supervisor you cannot punish or discipline such a person for non-performance of their duties because you will find yourself before the traditional tribunal at the palace to be warned or even be threatened by losing your job. The question then becomes how can one design a work schedule and set targets for such people.

The employment of civil servants is done centrally by the civil service board (government employing body). This therefore means the ultimate managers have little or no say on who gets employed and who does not. Managers in public sector do not enjoy the same privilege their counter parts in private sector do, for example, that of selecting their subordinates on the basis of fit and function. They have to struggle to form a team out of whatever they receive from this employing body. The fact that a manager has no power to hire and fire, increase or decrease any one's salary makes it difficult to control subordinates' behaviour and hence influence their performance.

Born out of these problems is a public service characterised by insensitivity to public demands, non – performance and overall lack of accountability and discipline. The general public perceive the public service as being afflicted with wasteful and inefficient ministries and departments. Following recent criticisms from the general public and the business community that government departments' performance in terms of service delivery, customer focus and resource utilization is not up to the stakeholders' expectations and the requirements of the global environment, there is need for the public sector to be managed like a business entity. For the government to achieve its intended goals, more attention has to be drawn towards effective management of its human resources.

#### **1.2.1 Profile: The Swaziland Customs and Excise Department**

The Swaziland Customs and Excise Department is a government department under the Ministry of Finance, directed by the commissioner. It is entrusted with the responsibility to collect sales tax, customs and excise duties associated with both exported and imported goods. The department is also responsible for operating 13 (thirteen) border posts, five railway stations and the airport, which are the points of entry into the Kingdom of Swaziland. Controllers, who are officers ranking from senior customs officers to principal customs officers, manage operations at these different points and are allocated tasks depending on the size of the station, they manage.

**The Primary Functions of the Customs and Excise Department Include:**

- The generation of income for the government;
- The collection and collation of statistical data;
- The enforcement of prohibitions and restrictions and;
- The facilitation of normal trade at local, regional and international levels

**Primary Responsibilities Include:**

- The application of the Customs Union Agreement of 1969 between Botswana, Lesotho, Namibia, South Africa and Swaziland.
- The assessment, collection and duly accounting for all customs and excise duties payable in Swaziland to the common revenue pool of the SACU.
- The control of revenue in respect of bonded warehouses and other prescribed local manufacturers liable for payment of customs and excise duties including sales tax.
- The processing of applications for rebates, refunds and drawbacks of all duties and sales tax.
- The collection and collation of trade statistics in respect of imports and exports including the transfer trafficking of goods within the SACU.
- Conduction of regular inspections to traders' premises and accounting records to ensure compliance with customs laws and regulations (Internet 2).

Given the public outcry that government departments are characterised by poor service delivery, low customer satisfaction and general lax attitude towards work. The Department of Customs and Excise is not spared from this criticism. The question then becomes is it because government employees in these departments do not know what is expected of them in order to achieve work performance excellence.

### **1.3 AIMS OF THE STUDY**

This study aims at outlining the inadequacies of the current performance management system (which is the performance appraisal) and then suggests the use of an integrated performance

management system, which makes performance appraisal an integral part of a holistic system. This system entails the four basic elements of performance management which are planning for performance, managing performance, reviewing performance and rewarding performance.

The discussion of these inadequacies is based on the perceptions of the employees of the Department of Customs and Excise a case of the Swaziland Civil Service who are both managers and non-managers. For the purpose of the study managers will be those officers in top- management position who are already involved in reporting on other employees' performance (those who fill in the appraisal forms as supervisors) and the non-managers will be the officers who are in low level positions and are not involved in filling forms for any one (that is those who are subordinates). Since the type of appraisal used is the top down approach only.

#### **1.4 MOTIVATION FOR THE RESEARCH**

Traditionally organizations have been using performance appraisal as a form of measuring individual performance but currently there has been a shift towards the use of an integrated performance management system. The motivation of this research is to influence the Department of Customs and Excise to transform from the traditional method of using performance appraisal as the only way of managing performance of its employees to the use of the integrated model of performance management which has performance appraisal as an integral part.

This study concentrates on the current performance management system used by the Department of Customs and Excise in the Swaziland Government and the perceived benefits of using such a system both from the managers and non-managers' viewpoint.

#### **1.5 VALUE OF THE PROJECT**

The hiring and firing of civil servants in the Swaziland Government is a centralized practice controlled by the Civil Service Board (CSB). This has resulted to the Swaziland public service to be generally characterised with a culture of lack of accountability and responsibility, negligence and a care free attitude which emanates from the fact that managers in each department are like barking toothless dogs, they can not take stringent disciplinary measures such as dismissal neither do they have any say in the their subordinates pay.



The value would be that findings might reveal different insights on the culture of the organization and the workers/managers relationships that exist in the Department of Customs and excise. The recommendations on the implementations of the integrative performance management system for effective performance management in the department to enhance quality service delivery, could be adapted by other managers in their respective ministries or departments with adjustments to suite their strategies and goals.

Government departments that make use of the integrative performance management system seem to be successful in effectively increasing their customer focus drive and the quality of service delivery. A good example is the Government of Botswana, which started implementing the integrative performance management system in April 2000 as some of the Government's administrative reforms, importing it from Singapore and New Zealand with some change to suite their circumstances. Though there are problems some of these governments are still battling with, such as getting all employees to the same level of understanding on how the system works, for the system to be completely successful in achieving the purpose for which it was set up for. Literature reveals that there has been a considerable improvement in terms of government meeting its targets in service delivery. This study is aimed at determining the effectiveness of the current system by gathering information from the managers (appraisers) and the employees (appraised).

For the Department of Customs and Excise to realise maximum benefit from appraisal systems, it is essential that performance appraisal should not be viewed as a stand-alone system. It should be seen as part of a process that feeds from earlier processes. For example, organisations should first consider that the right people are recruited and selected, and then those best people should be placed in their jobs through induction or orientation programs.

## **1.6 THE RESEARCH QUESTION**

What are the perceptions of the employees of the Department of Customs and Excise in Swaziland with regard to the current performance management system in place?

## **1.7 OBJECTIVES OF THE STUDY**

The purpose of this study is to assess the perceptions of employees on the effectiveness of the performance management system used in the Department of Customs Excise. This research seeks to investigate and analyse the various elements that an effective performance

management system would have and how this performance management system can be used to positively influence performance for organizational effectiveness. Keeping this broad objective in mind, the study investigates and analyses

- The process of and the elements of the current performance management system in the Department of Customs and Excise.
- The integration of performance appraisal into the bigger picture of performance management and the inclusion of these aspects into the organization's overall strategy.

More specifically the research seeks to:

- Investigate the objective of the current performance management system.
- Evaluate the attitudes that employees and management have towards the current performance management system.
- Analyse performance problems that might exist and recommend solutions to these problems
- Determine constraints to effective performance
- Highlight the benefits of using an integrative performance management system
- Determine the kind of changes needed to improve performance.

## **1.8 RESEARCH METHODOLOGY**

### **1.8.1 Nature of the Study**

According to Ghauri and Grohaug (2002) Surveys are research design procedures for collecting large amounts of primary raw data using interviews or questionnaires. Questionnaires can be interview-administered; telephone administered or self-administered nowadays there are even computer assisted ones. For the purpose of this study the questionnaire was self-administered.

The questionnaire comprises of both close-ended and open-ended questions. The close ended questions were used to solicit restricted responses where the respondents had to indicate their choice from options ranging from agree, strongly agree, disagree, strongly disagree, and neutral. The aim of this type of questions is to measure how effective do people in the organisation think the performance management system is.

The open-ended questions are meant to enable respondents to air their own views on the effectiveness of the performance management system. Some aspects asked in the close-ended

questions might re-appear in the open-ended question in order to highlight a certain point. For instance if an employee in section B for the statement the organisation has a mission statement understood by all employees had indicated agree or strongly agree that same person should be able then to state the mission statement in the open-ended section. This is to clearly indicate that the mission statement does exist and employees are aware of it.

This study aims at testing the hypothesis mentioned below in order to find out whether managers and non-managers perceive any value in using the performance management system currently in use or they think some improvement can be done.

#### **Hypothesis (Ho)**

Employees of the Department of Customs and Excise perceive the current performance management system used by the department as having a positive impact on the overall performance of the department.

#### **Null Hypothesis (H1)**

Employees of the Department of Customs and Excise perceive the current performance management system as having no positive impact on the overall performance of the department.

#### **Variables**

*Dependent:* work performance

*Independent variable:* performance management system

*Extraneous variables:*

- Workers' attitudes towards work
- Management attitudes towards performance management system
- The kind of leadership in place
- Communication
- Work culture / organisation culture

### **1.8.2 Research Design**

Ghauri and Grohaug (2002:113) outline the following procedures for sample selection which will be adhered to in this study:

#### *1.8.2.1 Population definition*

The population for this study was the officials in the Department of Customs and Excise drawn from all the points of entry. The study used officers from the lowest rank in the department

assistant customs officers to customs officers as non-managers (low level employees) and senior customs officers to chief customs officers as managers (top-management level).

#### *1.8.2.2 Sample frame identification*

The Department of Customs and Excise officials were used for the purposes of this study. There were different groups used for filling the questionnaires. Whatever the groups were there were both officials in the middle management level to top management level and ordinary officers.

#### *1.8.2.3 Sampling procedure selection*

Simple random selection was used to select the officers to be involved in the study to enable every officer to stand a chance to participate in the study. The officers were drawn from the staff list available from the human resource office from head office.

#### *1.8.2.4 Data collection from sampled units*

A self-administered questionnaire is a data collection technique that was used for the purposes of this study. The questionnaire is divided into three sections. Section A the bio-graphical data, section B close-ended questions of statements seeking to solicit the individual respondent's view on the current performance management system and section C with open-ended questions for respondents to air their views on the effectiveness of the system.

The questionnaire was pre-tested on six officers who are stationed at the Airport. This office was chosen for convince and the fact that those are the officers I have previously worked with I wanted to eliminate them from the study in case they give favourable answers in attempt to please me as former manager of the station. Then later the questionnaire was distributed to all those who have been selected for the study from the staff list. There were one hundred (100) questionnaires distributed and managed to receive seventy-seven (77) fully completed questionnaires. The responses for the seventy-seven questionnaires were used for the data analysis presented in chapter 4 of this report.

### **1.8.3 Data for this study**

Data and information was obtained from various stakeholders (middle managers and customs officers) as well as other relevant sources which would be reflected in the bibliography.

Primary data for the purposes of this study, this kind of data was collected from the questionnaires (survey) and e-government websites. The questions used in the survey were

meant to establish the perceptions of the managers and the non-managers of the Department of Customs and Excise on the current performance management system. This provides insights on what problems are inherent with the performance management system and what improvements can be made to enhance performance of the overall department.

Secondary data was collected principally from the following sources:

- University of KwaZulu-Natal library: professional journals, Newsletters relevant to the problem, textbooks and other published material directly or indirectly related to the performance management.
- The Swaziland Government's publications i.e. Annual budget speeches, Prime Minister's annual speeches, Department of Customs and Excise reports and the Ministry of Finance economic focus reports
- Corporate communications

#### **1.8.4 Data analysis**

Data analysis consists of examining, categorizing, tabulating, or otherwise recombining the evidence to address the initial propositions of a study' (Ghauri and Grohaug 2002:114)

The nature of data collected during the research project is of both, discrete and continuous and of ordinal, nominal/ categorical, internal make-up. Mathematical and statistical data treatment was employed to evaluate all survey results. Therefore the analyses, in some instances involve merely simple mathematical methods where the use of descriptive statistics is not appropriate for data interpretation. The presentation of these results is in the most suitable form of tables, diagrams and charts (pie, bar, column, histogram etc).

### **1.9 LIMITATIONS OF THE PROJECT**

The study explored certain variables of the current performance management system, which are leading to poor performance of the department; but there could be other factors like leadership style, motivation and worker/employee relations affecting performance, the effect of which might be ignored.

A self-administered questionnaire was used for collecting data for the study. Some of the questionnaires were returned unfilled and some were half done as a result those questionnaires were discarded.

Since the respondents were drawn from various stations or border post which spread throughout the country the researcher found it difficult to reach some of the stations due to lack of transport and some officers were used to fill in the questionnaire for convenience even though they were not selected.

Respondents might not feel obliged to complete the questionnaire since it is a personal project. This problem has to be addressed by the use of a covering letter explaining the use of the data collected and how important it is for the researcher to have this vital information for the completion of the whole program. Confidentiality was guaranteed in the covering letter.

#### **1.10 STRUCTURE OF THE STUDY**

This dissertation is organized into five chapters. Chapter one introduces the theoretical framework and the problem under review. It also presents the limits of the problem area so that what is included and what is not is clearly mentioned. The methods of data collection are also presented.

Chapter two reviews some of the relevant and available literature on the topic. The section examines recent and historically significant research studies that act as a basis for this study. The discussion moves from a comprehensive perspective to more specific studies that are associated with the problem statement. From this review, a summary of the important aspects is going to be made and interpreted in terms of the problem.

Chapter three concentrates on the research methodology that was used to gather data for the purpose of this study. While Chapter four concentrates on data analysis and interpretation with an aim to formulate findings, which in turn will help in the statement of the recommendations.

Finally, in Chapter five consists of summaries of the salient points of the study and recommendations for enhancing performance management in the Department of Customs and Excise and the conclusion.

## **CHAPTER 2      LITERATURE REVIEW**

### **2.0 INTRODUCTION**

Modern organisations are forming strategic partnership with their human resource function in order to incorporate it in all its operations. This partnership stems from the recognition that human resource is a valuable means for improving productivity and profitability in any organization. This has resulted in the shift from regarding human resources as a cost to regarding it as a valuable asset for gaining competitive advantage.

According to Noe et al (2000) the goal of strategic management in an organization is to deploy and allocate resources in a way that provide it with a competitive advantage. The role of human resource management is to ensure that its employees add value to the organization's operations. To be maximally effective, the human resource management function must be integrally involved in the organization's strategic management process.

Human resource management contributes towards the success of an organization through performing certain practices namely: recruitment and selection, performance management, training and development, compensation and career development.

Performance management is an important part of the human resource management process because it is not enough to recruit and select the right people, place them on the right job, socialise them, train and develop them without effectively and efficiently managing their performance in the different jobs they perform. Organisations today need to set performance standards against which their employees' performance should be measured if they are to succeed and achieve their set goals and objectives.

Performance management includes practices and methods for goal setting, performance appraisal, and reward systems. These practices and methods jointly influence the performance of individuals and work groups. Goal setting specifies the kinds of performances that are desired; performance appraisal assesses those outcomes: rewards systems provide the reinforcers with a tool to ensure that desired outcomes are repeated. This clearly reflects the interdependence that exists between these elements. (Cummings and Worley 1997: 370).

Review of the literature has uncovered large amounts of information on performance management. However, it is not the intention of this dissertation to quote each one of these sources written by the various experts in the field. Instead, the aim of this study is to remain committed to exposing information that could be useful to the department on how to effectively improve its overall performance by making the strategic link between performance appraisal system and performance management system that successful organisations are incorporating in their operations.

Key objectives are worth re-visiting at this juncture as they form the basis for the theory.

- To determine what the managers and non-managers perceptions are with regard to the current performance management system.
- To highlight the inadequacies of the performance appraisal system in managing performance when used on its own.
- To recommend the implementation of an appropriate performance management system that would not only achieve the department's business objectives, but also gain acceptance by all levels of employees as a credible performance management tool.

The study therefore attempts to extract information from the theory, which attempts to offer possible solutions towards the achievement of the research objectives, and it in turns form the basis for the type of questions that are included in the research questionnaire.

The study also uses common trends and opinions used by experts in the field of performance management unveiled by the literature review to suggest a model around which the theory is based. The same model is also used as a foundation for recommendations that may be proposed at the end of the study.

The literature review outlines some of the inadequacies of performance appraisals when used as a stand alone process to manage performance with the aim to suggest an integrated model of performance management to be used by the Department of Customs and Excise in Swaziland covered by the literature on performance management.

## **2.1 PERFORMANCE MANAGEMENT**

According to Noe et al (2000:276), performance management is the process of defining expectations or performance standards for employee performance, measuring, evaluating and



recording employee performance to ensure that employee activities and outcomes are congruent with the organizations objectives.

Mitrani, (1995) defines a performance management system as a holistic, sustainable and integrated system that entails planning for performance, managing performance, reviewing performance and rewarding performance. This is a good vehicle to getting better results from department teams and individuals. This will in turn lead to improved service delivery in the public service.

Performance management is based on the principle of management by agreement or contract rather than management by command. This has over the years necessitated the joint setting of performance goals and standards. It emphasizes development and the initiation of self-managed learning plans as well as the integration of individual and corporate objectives. This provides an integrated and coherent range of human resource management process, which is mutually supportive and contributes as a whole to improving organizational effectiveness. (Mitrani, 1995: 245)

According to Noe et al (2000) performance management is strategic in the sense that it is concerned with the broader issues facing the business if it to function effectively in its environment and with the general direction in which it intends to go to achieve long-term goals. Organizations with well-developed performance management processes tend to out-perform organizations without this element of organizational design. This has led to the public sector organizations realizing the need to commercialise their organizational designs and cultures.

Performance management is the integration of performance appraisal system with broader human resource system as a means of aligning employees' work with the organizations goals. The purpose of performance management is to make sure that employees' goals and feedback information about performance are all linked to corporate strategy. There is no one way to manage performance whatever system is adopted needs to be congruent with the culture and principles that permeates the organization. (Noe et al 2000:300)

The basic idea that is conveyed here is the fact that in performance management, performance appraisal only forms part and parcel of the whole system of employee performance

management. The Department of Customs and Excise in Swaziland is missing the crux of the matter in using performance appraisal as a stand alone process. The ideal situation is to use the integrated performance management system.

## **2.2 WHY PERFORMANCE MANAGEMENT SYSTEM**

Due to increasing competition and globalisation, the emergence of Total Quality Management (TQM) concepts, there has been a shift in emphasis from performance appraisal to performance management, which has performance review as an element.

For organisations to realise maximum benefit from appraisal systems it is essential that performance appraisal should not be viewed as a stand-alone process. It should be seen as part of a process that feeds from earlier processes. For example, organisations should first consider that the right people are recruited and selected, and then those best people should be placed in the right jobs through induction or orientation programs. To realise the full potential and value hence high return on people as an investment, it is also important that the people be trained and developed according to organisational needs and work performance requirements. It is only then that performance appraisal will be effective hence yield best results, adding value to the organisation. This close loop phenomenon is indicative of a continuous improvement process for high performance.

Rather than viewing performance appraisal as an isolated system of measure that deals with specific forms with written rules and procedures for controlling its use, it is important for organisations in their endeavour to maximise performance appraisal benefits to consider using performance management. The concept of performance management signifies an attempt to entrench performance appraisal as a legitimate and integral part of a managers' job of getting subordinates effective to achieve the results and goals expected of them. This is because it means more than just assessing an employee's performance at regular interval but it unites a number of related tasks: planning for performance, managing performance, giving feedback, gathering information, and finally rewarding an employees' performance. (Redman and Wilkson 2001:256)

Taking an example of the Botswana public service, this service has always been accused of being insensitive to public demands, for non-performance and overall lack of accountability

and discipline. The public service was also perceived to be afflicted with wasteful and inefficient ministries and departments that;

- Lack involvement of the nation in the decision making process
- Lack operational plans to ensure delivery of projects
- Lacked confidence on the nation, nation lacked confidence in government departments/ ministries

The above scenario is typical of what is prevailing in the Swaziland public service. In the case of Botswana it was for these reasons and many others that a new system, a new way of carrying out public service and government business was found necessary. The above status quo could not be allowed to prevail otherwise the government risked serious repercussions if it did. There was need to leap frog and forge ahead, and the performance management system was identified as the appropriate system to facilitate this necessary transition.

The government's intention for introducing the performance management system in the public service was to ensure the latter delivers on set and agreed plans, improves and sustains productivity at all levels, and inculcates a culture of performance accountability and focus on results or outputs. It has been realised that the public service needs a holistic and sustainable approach to improve productivity, manage performance and achieve set goals and objectives. In addition the system is necessary for the following reasons which are not exhaustive:

- The system would address previous fragmented "one-shot" productivity improvement initiatives like, job evaluation, work improvement teams, revamping the public service etc.
- The system will enhance focus and direction by ministries and departments on priority areas in the delivery of their national plan obligations
- Performance management system will promote a new focus and emphasis on performance and results, in enhanced quality service delivery and public (customer) satisfaction.
- The system facilitates the development and achievement of set and agreed goals and objectives at department and individual levels, development and effective utilisation of measures, as well as making public officers and ministries accountable for their results.

Performance management system is not a new concept that has recently been developed and tried. It is a system, which has been widely used and tested by many successful and world leading organisations and governments.

Among the governments, which use the system, is the New Zealand Public Service the United States Federal Government, the Botswana Public Service and the US Postal Services. New Zealand public service is a model public service which has influenced many countries to start the process in their respective governments to improve service delivery to their nations. Even the United States Federal Government, which has fully employed the system supported by a performance and Results Act (1993), was motivated by the New Zealand story. A lot of world leading companies have used and continue to use the system to maintain or improve their competitive advantage. (Botswana Public Service Publication July 1999)

### **2.3 THE PURPOSES OF PERFORMANCE MANAGEMENT**

According to Noe et al (2000) the purposes of performance management systems are of three kinds: strategic, administrative and developmental.

#### *Strategic purpose*

Performance management plays a pivotal role in the development of strategy, by linking employee activities with organizational goals. Strategies are implemented through defining results, behaviours and to some extent employee characteristics that are necessary for carrying out the strategy. It helps in developing measurement and feedback that will maximize the extent to which the employees exhibit characteristics and behaviours that will produce positive results. The system needs to be flexible because when goals and strategy change, the results, behaviours and employee characteristics need to be changed.

#### *Administrative purpose*

Organizations use performance management information in many administrative decisions such as; salary administration, promotion, retention, termination, layoffs and recognition of individual performance.

#### *Developmental purpose*

Performance management aims at developing employees who are effective at their jobs and make the ineffective ones to improve their performance.

Performance management in the Department of Customs and Excise is only used for one purpose that is to catalogue all that the employees have not been doing well for the period under review not for helping employees improve their performance, coach and counsel those who are lagging behind. This means the department is ignoring the other purposes of performance management that could contribute significantly towards influencing the performance of the employees, the teams and the department as whole. For instance for the developmental purpose customs officers who are dealing with imports and exports who are seen to be performing well in this field could even be sent to some countries where some of the imports come from in order to learn more about the origins of these goods and how to impose tariff rates on them and several other aspects. While those who are not doing well in the same field could be sent for more courses in the SADC region to enhance their knowledge and in turn pick up their performance.

## 2.4 THE ELEMENTS OF PERFORMANCE MANAGEMENT

One of the comprehensive models of the integrated nature of performance management has been developed by Spangenberg (1994) as quoted by Williams (2002) as given in Table 2.1. Spangenberg outlines a five stage process which includes: performance planning; design; managing performance; reviewing performance; and rewarding performance at an organizational level, process or function level and a team or individual level.

**Table 2.1 Spangenberg's integrated model of performance**

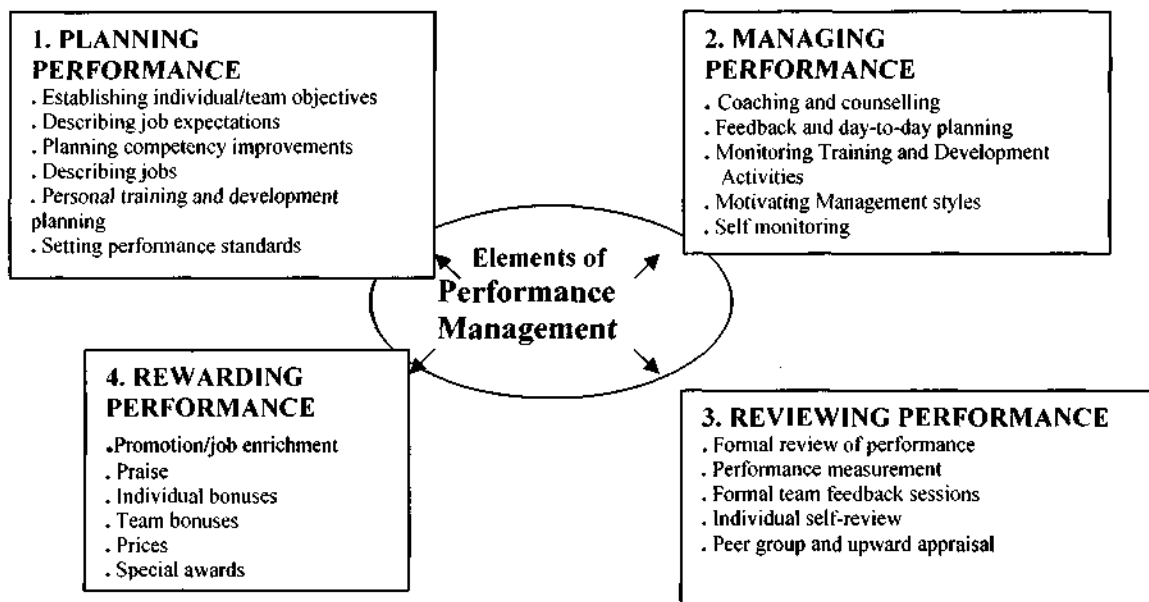
Organization	Process/Function	Team /Individual
<b>1. PERFORMANCE PLANNING</b>		
-Vision	-Goals for key process linked to organizational & customer needs	-Team mission, goals, values & performance strategies defined
-Mission		-Individual goals, responsibilities, & work-planning aligned with process / function goals
-Organizational goals set and communicated		
<b>2. DESIGN</b>		
-Organization design ensures structure supports strategy	-Process design facilitates efficient goal achievement	-Teams are formed to achieve process / function goals
		- Job design ensures process requirements reflected in jobs; jobs constructed in ergonomically sound environment
<b>3. MANAGING PERFORMANCE (AND ENVIRONMENT)</b>		

-Continual organization development & change efforts	- Appropriate sub-goals set; process performance managed & regularly reviewed	- Active team-building efforts, feedback co-ordination and adjustment
-Functional goals in support Of organizational goals	-Sufficient resources allocated	-Developing individual understanding & skills; providing feedback
Managed reviewed and adapted Quarterly	- Interfaces between process steps managed	- Sufficient resources allocated
-Sufficient resources allocated		
-Interfaces between functions Managed		
<b>4. REVIEWING PERFORMANCE</b>		
-Annual review, input into Strategic planning	- Annual review	-Annual review
<b>5. REWARDING PERFORMANCE</b>		
-Financial performance of organization	- Function rewards commensurate with value of organizational performance and function contribution	-Rewards commensurate value of organization performance, for team function & team contribution; for performance & individual contribution
<b>source: Williams,(2002:21)</b>		

Spangenberg cited by Williams, (2002:29), states that performance management is an ongoing process that involves performance planning, performance managing, performance appraisal (reviewing), rewarding and development of performance.

Hartle (1997) proposes a performance management process from an organizational perspective that covers the four main areas of performance management: planning performance, managing performance, reviewing performance and rewarding performance. Figure 2.1 below shows these elements. These are the elements that are used for the discussion of performance management in this report.

**Figure 2.1 Elements of Performance Management**



**Source:** Williams, (2002:30)

The four basic elements of effective performance management form a continuous cycle, with employees and managers working together to establish key objectives, monitor progress towards these objectives, assess results and provide reward/ recognition for achievements.

**2.4.1 Planning performance:** This is the process of identifying the desired performance and gaining employees' commitment to perform to those expectations. This process entails establishing individual/team objectives, describing job expectations, planning competency improvements, personnel training and development and setting performance standards. (Hartle 1997: 65-66)

Employees and their superiors share responsibilities for developing the employee's individual performance standards. Performance planning is the foundation for any performance management system. One would not build a house without a plan and in the same vein organisations should not build performance management systems without a performance plan. Everything that takes place in the organization in performance issues emanates from this plan. This is of vital importance because unless individuals know what is expected of them they will be unable to work effectively to achieve the set objectives.

Performance planning that clearly identifies the expected results, as well as behaviours and skills the individual is expected to demonstrate, provides a specific action plan aimed at a clear

target. A planning strategy that solicits the active participation of employees in the process will help to build commitment to the achievement of the objectives. The above indicators of what performance planning entails are absent in the case of the Department of Customs and Excise which means that performance planning is not properly done in this department.

**2.4.2 Managing performance:** This is an on-going process of working towards the performance expectations established in the planning phase. The manager provides direction towards the attainment of the set performance standards and objectives. Control measures will be put in place to ensure that inappropriate behaviour is corrected timeously. (Hartle 1997:73)

If performance is on track, or exceeding expectations, the manager provides positive reinforcement to keep performance at a high level. If it is below expectations, the manager coaches the employee on improving the trouble spots/problem areas. According to Hartle (1997) managing performance involves several activities such as: coaching, counselling, on-going progress reviews and self-monitoring. These activities outlined by Hartle (1997) which would enable one to determine whether managing performance is effectively carried out in this department are on the negative meaning even those that are done they are not being done effectively.

**2.4.3 Reviewing Performance:** This provides the opportunity to step back from day-to-day activities, assess performance trends and plan for the future. This is traditionally known as performance appraisal. This can either be formal or informal. The supervisor has an open discussion with the employee to identify the employee's training and development needs and any other bottle necks for his or her job performance enhancing his or her career progression.

Griffin (1999: 121) define performance appraisal as the process of systematically evaluating performance and providing feedback on which performance adjustments can be made. It answers the question 'how well has the employee performed during the period of assessment. The job description, describing organizational job requirements, and the job specification, describing individual worker characteristics, provide the core.

According to Grobler et al (2002:314), Performance appraisal is a fundamental management tool that can be used as a basis for making administrative decisions regarding personnel actions such as (promotions, transfers and support for taking disciplinary actions or terminations),



provide feedback to employees regarding their performance and coaching employees in improving areas of weakness and building upon their areas of strength. The Department of Customs and Excise uses performance appraisal for the first part of this purpose that is promotions, transfers and support for taking disciplinary actions. This ignores the on going process of coaching employees in order to improve their weak areas and build on their strengths, which takes care of the element of continuous improvement on work performance.

Generally, Performance appraisal is about setting standards of performance, measuring performance against those standards and giving constructive feedback. This is in agreement with the definition Grobler et al (2002) has of what performance appraisal is. According to Oakland (2003) there is a need for employees to be provided with feedback in order to allow them to make performance adjustments. This is indicative of the fact that there is always room for improvement. This is why Grobler et al (2002) even takes it further and includes the fact that employees might even need coaching and counselling to improve areas of weakness and build upon areas of strength.

Performance appraisal is done both informally and formally or systematically. Informal appraisal is conducted on a day-to-day basis where the manager spontaneously mentions that a particular piece of work has been performed well or poorly which encourages desirable performance and discourages undesirable performance before it is engrained. On the other hand formal performance appraisal is conducted regularly on a semi-annual or annual basis depending on different organisations, which helps to inform, subordinates how they are being rated, those who deserve promotions and those who require training.

Managers in the Department of Customs and Excise report on employees' performance, to the personnel office at head office, by making use of some sort of rating process. Generally the manager uses a form that has a number of items (such as works well in teams, is courteous and polite, shows good work habits, etc). For each item the manager rates the employee on some scale, often numeric, from poor to excellent. Once the form is complete, the manager can add up the ratings and create an average performance rating that is supposed to mean something about the performance of the individual being appraised.

#### **2.4.3.1 Developments in Performance Appraisal**

According to Redman and Wilkson (2001:57) the practice of performance appraisal has undergone many major changes over the last decade or so. Performance appraisal has grown to include previously untouched organizations and occupational groups. In particular, performance appraisal has moved down the organisational hierarchy to encompass blue-collar, secretarial and administrative staff and from the private to the public sector. New forms of appraisal have also emerged such as competency-based appraisal, staff appraisal of managers, team-based appraisal, customer appraisal and the so-called 360-degree system.

Swanepoel et al (1999: 406) argues that performance appraisal finds its true definition only by its application, or the purpose it serves in the attainment of organisational goals. In establishing the role of performance appraisal within human resource management there is need to consider the typical purposes for which appraisals can be used and the relationships that may exist between the appraisal system and other human resource management functions in an organisation.

The same developments which are said to have taken place in the area of performance appraisal necessitate a renovation with regard to how employees' performance is managed in the Department of Customs and Excise not to depend entirely on performance appraisal to manage the performance of its employees.

#### **2.4.3.2 Problems Associated with Performance Appraisal**

The use of performance appraisal as a stand alone process is infested with problems which have a negative effect on the work performance of an employee in an organization. Schneier, et al (1996) in their article 'how to construct a successful performance appraisal system' outlines the following as the main performance appraisal problems, the measurement problem, the judgement problem, the policy problem, the organisational problem. These are summarized in Table 2.2

**Table 2.2 Performance Appraisal System problems, symptoms, and potential cures**

<b>The Measurement Problem</b>	<b>The Judgemental Problem</b>	<b>The Policy Problem</b>	<b>The Organisation Problem</b>
Deciding what to evaluate	Appraising Performance	Using the results of the appraisal	Recognizing how managers work and the organisation culture
↓	↓	↓	↓
<b>Symptoms</b>	<b>Symptoms</b>	<b>Symptoms</b>	<b>Symptoms</b>
Ambiguity in roles and responsibilities of each job Job performance is difficult to quantify No statement of overall objectives of units or organisation Appraisal only contains numerical indices	Disagreement on ratings reviewing official changes ratings Appeals, grievances, accusations of bias, discrimination	Top management fails to reward managers who are excellent in staff assessment & development Marginal performers receive promotions or salary increases	Appraisal forms not completed Managers complain about time requirements System perceived to belong to designers not users Personnel/HR specialists take enforcer not advisor role System revised frequently
↓	↓	↓	↓
<b>Potential Cures</b>	<b>Potential Cures</b>	<b>Potential Cures</b>	<b>Potential Cures</b>
Job analysis and credible position description Outcomes for each job identified Overall goals of units and of organisation set Train managers to make documented judgements	Observable, behaviourally based criteria Performance documented over time Rater training and practice Effective communication of performance expectations	Top management actually uses PA Policies governing use of PA consistently applied Performance-contingent reward systems in operation	Implement PA using the performance management (PM) model

**Source:** article by Schneider et al on *How to construct a successful Performance Appraisal System*. Training and Development Journal June 1996

### *Deciding what to measure*

For all but the most elementary jobs, identifying appropriate appraisal criteria is difficult. Managers can evaluate an assembly-line worker on the number of units that meet quality control standards, or a typist on accuracy, and can measure their performance with agreed upon methods. What about aspects such as initiative, appearance, courtesy, tact or organization skills? Should they be included, and if so, how should they be measured? When considering professional or administrative positions, or any positions with a variety of tasks, un-programmed work, and complex requirements, the measurement problem becomes acute.

The Department of Customs and Excise has professional positions such as the legal advisor and the accountant and administrative positions such as the deputy commissioner administration and operations. There are also positions with a variety of tasks like the customs officers working at the different border posts. Some times they have to do physical examination of goods and even the passengers in the vehicles passing through the borders, in addition to their normal checking and processing of the different transfer traffic (goods) forms. The measurement problem is amplified by the nature of the job. This basically means they work with members of the public on a daily basis. So the problem is how aspects such as courtesy, appearance and initiative should be measured for they are important they cannot be left out.

#### *Judgement problem*

The second set of performance problems comes from the appraisers. No matter how conscientious and well-meaning an appraiser may be, human judgement is subjective. The manner in which the appraiser processes information about the appraised behaviour may affect the results more than the appraised behaviour itself. Due to judgement problems, performance appraisal becomes quite difficult, with lenient and otherwise less-than-accurate ratings common, regardless of the type of form used.

The common tendency in the Department of Customs and Excise is people turn to perform certain tasks in order to gain their managers favourable appraisal reports. This is like buying favourable performance appraisal reports not to perform the job as per the performance standards. This is not good for performance of the department. The appraisal reports turn to be inflated in favour of those who are favourites of the managers. This results in the team being divided because there are those who will feel they are outcasts and those who will feel they are the better employees simply because they are in the good books of the manager. This has killed team spirit in most of the workstations in the department.

#### *Policy problems*

Even in organizations where careful attention has been given to identifying measures, setting performance standards, and reducing subjectivity and bias in human judgement, the performance appraisal system may be ineffective if its results are not used or are applied inconsistently. Solutions involve policies that mandate the use of performance appraisal results as a rationale for reward administration, promotion, job assignment and training.

This being a government department it is characterised by bureaucratic structures and a lot of red tape. Policies cannot be changed over night but the department has to change the way the appraisal results are used. Managers can also make use of effective communication of performance expectations to make all employees aware of what is expected of them. This in turn will enable them to work towards a goal.

### *The organization problems*

The measurement and judgement problems discussed above can be alleviated through various techniques relating to design of performance appraisal formats and the training of the appraisers, respectively. However, the policy issues associated with the transition from performance appraisal to performance management require forceful, committed management; trust in the accuracy of performance appraisal results, and a clear sense of purpose for the performance management system.

An examination of performance appraisal system problems, symptoms and potential solutions/cures provides many answers as to why performance appraisal seldom works. What those designing, implementing, evaluating and using performance appraisal systems in organisations must realize is that such systems cannot be successful unless they are consistent with the realities of managerial work and organisational environments. They must be user friendly and 'customer-driven'. They must be integrated into the day-to-day activities of managers to help them solve real problems.

An increasing number of organisations have found that appraisal systems are effective if they enhance the superior-subordinate relationship by allowing for frequent communication, specification, accurate evaluations and problem solving.

The Department of Customs and Excise's performance appraisal system is characterised by all the problems cited by Schneier, et al (1996) in Table 2.2. No wonder it is inadequate in managing the performance of the employees. The use of an integrated performance management system in the department would bring with it some of the possible cures outlined by these authors in the same figure.

**2.4.4 Rewarding Performance:** Reward is an important part of the ‘feedback loop’ in performance management. A reward only has a positive effect on the individual if it is: valued by them and appropriate to the effort put in and the achievement. Rewards embrace everything that employees’ value in the employment environment and the term refers to the complete bundle of rewards elements. Since different things might motivate each individual, an effective performance reward process should be sufficiently flexible to cater for individual needs. Swanepoel et al (1999) summarises the reward bundles in Table 2.3.

**Table 2.3 Reward bundles**

<b>Compensation</b> - Basic salary - Variable pay - Job evaluation - Paid time off - Promotion	<b>Benefits</b> - Medical aid - Retirement funds - Car loans - Other insurances
<b>Development and Learning</b> - Training - Career Development - Learning experiences - Succession planning	<b>Working environment</b> - Good working conditions - Leadership - Performance support - Organisational culture/climate

**Source:** Swanepoel et al (1999)

Since the Department of Customs and Excise is a government agency, it can not offer its employee the same incentives as the private sector. The department can choose from these incentives and form a compensation package that would suite its situation.

## **2.5 APPROACHES TO PERFORMANCE MANAGEMENT**

According to Armstrong cited by Schultz (2003:23) performance management entails getting better results from organisation teams and individuals by understanding and managing performance within the agreed framework of planned goals standards and attributes/competence requirements. Hence need to use the three approaches outlined by Williams (2002) in managing performance. The objective is quite clear, performance management seeks to improve results at the level of the individuals, teams and the organisation. Managers should spearhead the whole process.

**Table 2.4 Approaches of Performance Management System**

<b>A model for the approaches of a performance management system</b>		
<b>Organizational Performance</b>	<b>Team Performance</b>	<b>Individual Performance</b>
1. Communicate vision and values	1. Set ground rules	1. Hire right people
2. Develop goals and action plans	2. Set team mission & goals	2. Start employees right
3. Monitor performance through measurement	3. Measure results	3. Training and coaching
	4. Offer team rewards	4. Motivate employees
		5. Build autonomy
		6. Manage problems
		7. Provide feedback
		8. Appropriate rewards

**Source:** Rossiter, (1996:191)

#### *Individual or employee performance*

Organisation should take caution to create an environment conducive enough for employees to be able to use their initiative, creativity and some kind of authority to be able to carry out their duties effectively. For employees to be committed to their work they have to be made to feel they are part of the organisation and they are valued.

Determinants of individual performance:

- Motivation
- Ability
- Personality
- Perception
- Organisational systems and resources

All these determinants have to exist in an individual in order for the work performance to be positively affected. Once an individual's performance is satisfactory and up to standard, the team which the individual is part of is going to be effective and hence the whole organisation.

#### *Team performance*

Teams occur when a number of people have a common goal and recognize that their personal success is dependent on the success of others. They are all interdependent. In practice this means that in most teams people will contribute individual skills many of which will be different. It also means that the full tensions and counter-balance of human behaviour will need to be demonstrated in the team.

The Department of Customs and Excise has what one could refer to as groups for now they are not essentially work teams as the statement above outlines how teams are formed. What the department should strive for is to turn these groups into work teams in order to positively influence performance. The department has work groups known as shifts in each work station and there will be a shift officer for each shift who reports directly to the station manager. These shifts could be effectively used to form work teams which would be formulating team objectives basing them on the department's objectives. Such that if each team in a station achieves its objectives it will in turn in a way be achieving the whole department's objectives.

### *Organizational performance*

Scholars that support the view that performance management is essentially based on the issue of organizational performance such as Williams (2002) and Hartle (1997) use a strategic approach to performance management through determining the organization's vision, mission and strategy followed by the implementation of the chosen strategy through various systems and procedures. The belief is that organizational performance can be best achieved by ensuring the correct systems are in place, the responsibility for which rests primarily with management.

The Department of Customs and Excise need to formulate a vision and state the values, which it upholds, and then communicate these to all the employees. Since the department presently does not have these things in place there is need then to start by putting them in place. The best way to do this will be to seek for the participation of all employees. Performance can then be measured against set standards, which every one will be aware of. The good performance of an organisation is highly dependant on the effectiveness of both the individual employee and the work teams. This means the department has to work on the effectiveness of these two before the whole department can be said to be achieving high standards of performance.

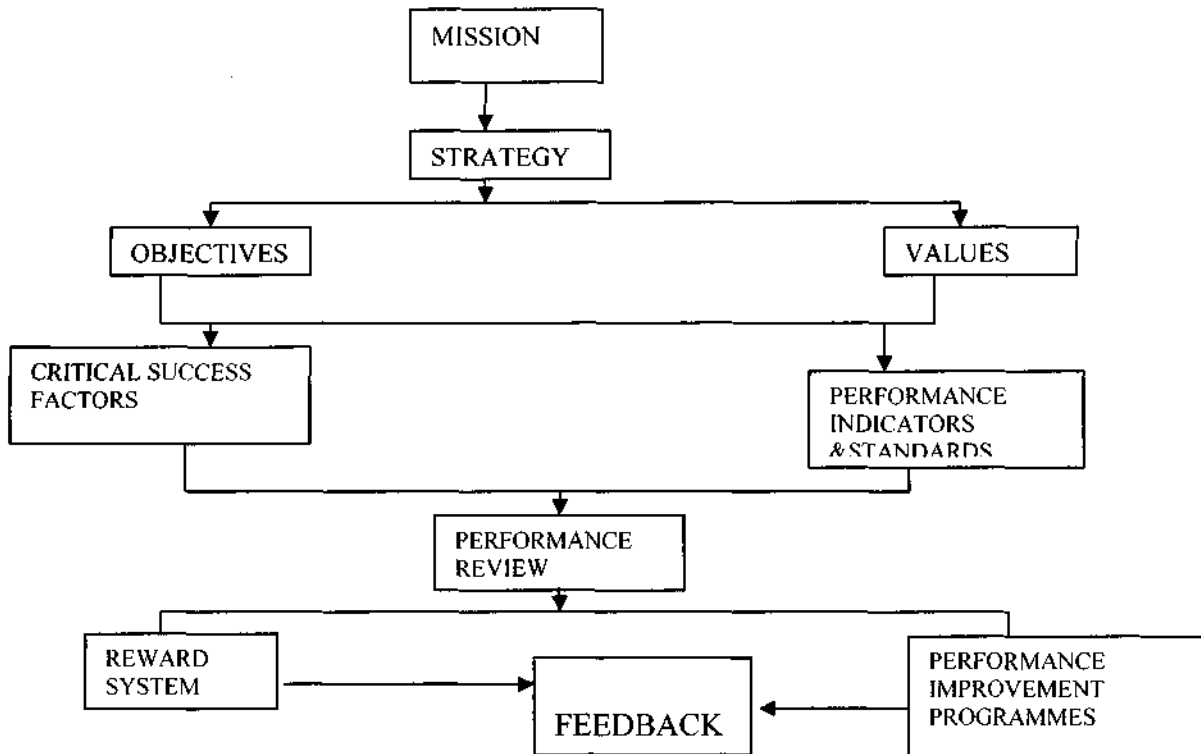
## **2.6 THE PROCESS OF PERFORMANCE MANAGEMENT**

A further development, which aims to ensure that the best and most effective use is made of the appraisal process, is by tying it into a larger and more complete system of the performance process. The question then becomes what is the role of performance appraisal in the overall performance management process? Performance appraisal is a necessary, but far from sufficient, part of performance management. Looking at Figure 2.2 one will realise that



performance appraisal or review appears as the part that links the performance standards and the critical success factors of the organisation.

**Figure 2.2 The Process of Performance Management**



**Source:** Grobblers et al (1998: 259)

Managers who are committed to moving from performance appraisal say that the first step is probably the hardest, for it involves a break with tradition. Performance management requires willingness and a commitment to focus on improving performance at the level of the individual or team everyday.

**2.6.1.1 Mission statement:** Sets an organisation's purpose, guiding values and principles and the way in which it intends to achieve its objectives whilst recognising the interests of other stakeholders. The value of the mission statement is dependent however upon the extent to which it is understood and accepted throughout the organisation and translated in meaningful terms to all members of staff including those at the operational level.

Every organisation has to have a mission statement in place that defines its purpose and answers the question 'what business are we in?' Defining an organisation's mission forces management to identify the scope of its products or services. Identifying an organisation's mission helps the organisation in ensuring that its strategy aligns well with the environment within which it operates. An example could be the South African Revenue Service's (SARS)

mission statement “To optimise revenue yield, facilitate trade and enlist new tax contributions by promoting awareness of the obligation to voluntarily comply with South African Tax and Customs and Excise laws and providing a quality and responsive service to the public”.(Internet 7)

The Department of Customs and Excise in Swaziland does not have a mission statement in place. This means it is difficult for it to make action plans on how to manage the performance of its employees for effectiveness.

**2.6.1.2 Strategy:** A plan of action defining how an organisation will use its resources to gain a competitive advantage in the larger environment. It typically includes choices about the functions an organisation will perform, the products and services it will provide and markets and the populations it will serve.

This emanates from the mission of the organisation, but since there is no mission statement in place there is no strategy of how to carry out their operations. Organisations are making explicit use of performance management processes to communicate and reinforce overall strategy and culture, such as a focus on quality improvements or customer service. The performance management process accomplishes these by ensuring that employee’ accountabilities and objectives relate directly to organisational strategy and objectives.

The Department of Customs and Excise need to have a clear strategy in place then it can use the performance management system in place to communicate that strategy to all the employees. Then convince all employees to work jointly towards the achievement of the department’s goals using a known strategy, which everyone is aware of.

**2.6.1.3 Objectives:** The standards against which performance is evaluated emanates from the organizational objectives. That is without organisational objectives there would be no standards to evaluate employees’ performance. The Department of Customs and Excise does have objectives in place but it is almost impossible to achieve these objectives in the absence of performance standards, mission statement and department’s strategy.

#### **2.6.1.4 Critical Success Factors**

The following are critical success factors which the Department of Customs and Excise can use to fit its purpose.

- To strive to provide efficient transparent and client-oriented service to ensure optimum and equitable collection of revenue
- A clear mission and vision shared and communicated to all employees
- To ensure investment and political support
- To form partnerships with various stakeholders and tax payer groups
- To have in place an enabling infrastructure to facilitate service delivery- like on-line application for sales tax registrations, bond stores etc. (Internet 7)

This would enhance the performance of the department's employees in a big way and hence that of the department as a whole.

#### **2.6.1.5 Organizational Culture**

The organisation culture should be one that supports work performance. The Department of Customs and Excise is characterised by a laizzer- faire culture. According to Schultz (2003) Managers are interested in understanding how organisational culture influences employees behaviour and performance and whether it enhances or hinders overall organisational excellence. Based on this knowledge they can decide whether the culture should be changed or modified or whether it should be reinforced.

The functions of a culture that enhances performance can be summarised as follows:

- It creates a corporate identity that distinguishes one organisation from others
- As a result, it gives members of the organisation an identity
- Identifying with the organisation creates greater commitment to organisational goals and objectives.
- Organisational culture guides employees in terms of acceptable behaviours and attitudes, especially when they have to make decisions and solve problems.
- It creates social system stability with associated emotional security
- It serves as a yardstick for evaluating and correcting deviant behaviours and for rewarding desired behaviours.

**2.6.1.6 Values** Torrington and Hall (1995) argue within an organisation basic beliefs affect what decisions are made, how people interact, and the kind of work practices that are pursued and developed. They form the glue that binds an organisation's culture. Increasingly organisations are spending time working out and agreeing on the values by which they want their organisation to be managed.

The values that the department upholds should guide its work operations. The department does not have any values in place. To illustrate a point on how values for an organisation may read like one may borrow what some organisations have as values: (adapted from the Botswana Public Service Publication July.1999)

- Transparency: openness, clarity and sincerity, commitment consultation and communication
- Honesty and integrity
- Excellence
- Commitment and Courtesy
- Fairness/impartiality
- Accountability

**2.6.1.7 Performance standards** outline the expectations on performance. The Department of Customs and Excise does not have set performance standards which results in difficulties in measuring performance.

**2.6.1.8 Performance review** which is supposed to bring together the critical success factors and performance standards to check how well are individual employees, teams and the organisation as a whole is performing cannot do so because these two elements are non-existent in this department. The performance review is done only through the use of performance appraisals which are irregularly done.

**2.6.1.9 Reward system:** there is no reward system that is why there are no specific rewards for good performance. Even though promotions were cited as a reward for good performance, a majority of the employees disagree that one gets promoted when he/she is a good performer. Promotions are not based on good performance according to the conclusion one can draw from what is happening in the department.

#### **2.6.1.10 Performance improvement programmes**

Performance Management – Through the job analysis and its processes the organization can identify results that distinguish effective performance from ineffective performance. Through the human resource function, management can decide on whether to re-train or re-deploy some employees, where there are deviations from standards.

Career Development – As a process that matches an individual's skills and aspirations with future opportunities, human resource would use skill requirements of various jobs to guide individuals into jobs that they will succeed in. Career development is used as a strategy of retaining employees in an organisation. The recruited and trained people are now an asset to the organisation and ways of retaining them are to be devised. Human resource management often uses turnover ratios to help keep track of how many people leave their organization each year. The employees could be empowered in order to make sure that they stay in the organisation.

The Department of Customs and Excise could use such programmes to develop and retain their employees. The employees should be able to envisage themselves high up in the hierarchy through the effective use of career development plans.

#### **2.6.1.11 Feedback**

Feedback may be defined as "information about past behavior, delivered in the present, which may influence future behavior." Observing work performance and providing feedback about it should be a routine part of the performance management process. Feedback should be based on observed and/or verifiable work-related behaviors, actions, statements, and results. Effective feedback helps the employee sustain good performance, to develop new skills and to improve performance when necessary.

When employees receive feedback that is timely, frequent and specific they are more likely to understand what is expected of them, to repeat successful performance and to improve their work when necessary.

If the employee does not understand what you expect or what the standards are, give clear messages about those expectations and standards, confirm understanding, and then give the employee a chance to improve performance to meet them.

Rothwell and Kazanas cited by Arnold and Feldman (1996:434) state that the importance of the feedback process is that it energises and directs behaviour. It directs behaviour because it pinpoints discrepancies between conditions or outcomes and criteria or objectives.

Upon completing the performance rating, the manager usually conducts an interview with the subordinate to provide feedback-one of the most important parts of the appraisal process. Many managers dread the performance appraisal particularly if they do not have good news to impart. The main problem in the Department of Customs and Excise with regards to feedback is giving and receiving feedback. Managers are unskilled in giving constructive feedback. While non-managers are ill- prepared for receiving criticism.

Another key aspect of ensuring the success of a performance management system will be frequent performance feedback sessions where progress on performance against set objectives as well as progress on development plans is dealt with.

#### **2.6.1.11.1 Guidelines for giving performance feedback**

Gomez-Mejia et al (2001) suggest the following points which they call keys to providing feedback:

**a. Document employee performance** - keep a record of performance incidents. Record keeping should be done routinely- for example, daily or weekly. Keeping records of employee performance is a professional habit worth developing, particularly to safeguard against litigation that challenges the fairness of appraisals. To prevent errors bias, the record should reflect what each employee has been doing, not opinions or inferences about the behaviour. Further, the record should present a balanced and complete picture by including all performance incidents- positive, negative or average. A good question one can ask while doing the recording is whether someone else reading the record would reach the same conclusion about the level of performance about the same individual as one has.

This is never done in the Department of Customs and Excise. By the time appraisals are done the appraiser can only rely on his memory or use the recent incidents only. This is why a person who has been performing very badly during the course of the year can suddenly change and behave well when he knows performance appraisal is due to be done. This would result in him being rated favourably.

**b. Solicit employee input** before making a final judgement. One needs to be aware of the entire picture. After describing your observations to the employee, ask for his or her input before you decide what the behavior means. For example, you may have observed that an employee has been arriving late over a number of days. Before you decide that the employee is

being irresponsible, get more information. You may find that there is a valid reason for the behavior or there are other factors, which would contribute to your understanding.

This requires the manager to have some skills which Gomez-Mejia et al (2001) refer to as 'micro skills' communication factors which are: non-verbal attending, being able to make use of open and closed questions, paraphrasing, reflection of feeling and cultural sensitivity. Possession of these skills would render a manager an active listener.

**c. Focus on behaviours, not personality.** People are alright, but their behaviour can be a problem. Summarizing an employee's performance difficulties with trait inferences such as 'lazy' will probably not be helpful. Such a personality conclusion will make the employee defensive because it focuses on him as a person, and on something that may not be easily changed since it is a personality characteristic. It is more profitable to focus on behaviour because it is clearer what the person can do to improve and easier to separate their worth as individuals from the behaviour. Discuss the impact of the performance or its consequences, but never make threats or promises of promotion. When an employee understands the impact of performance, he or she will know why it is important.

Without the record of performance incidents it is easy for a manager to make this mistake of summarizing employees by using such terms as lazy or careless. This is common in the Department of Customs and Excise.

**d. Communicate by your words, body language and tone of voice** that your intention is to be helpful when giving feedback. The goal of feedback is to reinforce or redirect performance so that the employee can be successful.

**e. Be timely and specific** in your feedback. Feedback is useful if it arrives on time to alter performance and if it is direct. Feedback on performance is only done on appraisal time which is once a year or sometimes none. So if performance reviews are done daily one would know about how well they are doing from time to time.

**f. Direct your feedback only to aspects of the performance situation that the employee can change.** To do otherwise is useless and frustrating. For instance to tell any employee to improve on his late coming because it hampers on the smooth progress of job performance is different for criticising an employee for making customer to stand in long queues because he

has to perform some calculations and to write invoices manually and he is the only one in the office. The latter are all situations beyond the employee's control of which he cannot be held responsible for, while an employee can control or correct the problem of late coming.

**g. Inform workers of any deficiencies** throughout the appraisal period so that there are no surprises when the formal appraisal is done. No surprises will make conducting the annual appraisal easier and employees will appreciate having the chance to improve.

**h. Develop an action plan and follow up.** Focus on the future and what the employee or you as a manager can do to improve performance. Follow up to make sure that what each of you agreed to is being done.

The problem that is common in this department is managers avoid the appraisal interviews. What happens is they end up with no future development plans for the next appraisal period. Yet at the same time they will be having certain expectations on what their employees should do. Not knowing whether these employees are aware of what is expected of them. The problem with this is how one meets standards, which he is not even aware of their existence. Performance always fall short because even if the person has performed well how can it be measured since there were no set standards at the beginning of the appraisal period. It is important for the managers in this department to conduct these appraisal interviews and have the performance standards set at the beginning of the appraisal period.

**i. Review yourself.** A manager should consider how well he was able to present the feedback and how well the interaction with the employee went. Then try to learn from the experience so that so that he can improve on his performance.

#### **2.6.1.11.2 Guidelines for receiving performance feedback**

These are helpful pointers for the employee to be able to receive feedback irrespective of its nature.

**a. At opportune times** (such as during informal meetings or at routine project reviews) an employee should ask his manager and others who contribute to his appraisal how well he is doing. A negative formal review is a sign that one is not adequately monitoring how others perceive his performance.



**b. Keep a record of your accomplishments and failures.** Your appraiser may not be aware of or remember all of these projects and incomplete feedback may result.

**c. Invite the manager** to offer perceptions and improvement suggestions.

**d. If you receive critical comments,** do not argue or become emotional. If it is minor, provide input on how you can improve. If it is a major issue, you might want to ask for a second meeting to give yourself time to digest the feedback and decide whether the criticism is accurate. If after the digestion you discover it genuine accept it and suggest ways or ask for ways on how to improve because what is important here is to learn from one's mistakes and focus on improvement in future.

**e. Distinguish feedback from action.** Listen to the feedback and learn what you can from it. If you immediately focus on the actions you might need to take because of the feedback, you may become defensive and not be in the best state to listen and learn.

**f. Separate yourself from your performance.** Remember your worth as a human being is not on the line.

Managers in the department can do a good job to help employees to use some of the tricks in receiving feedback and using constructively to improve on their performance for effective performance of their different tasks.

### **2.6.2 Benefits of Performance Management Systems**

According to Williams (2002) organizations with programmes that manage the performance of their people outperform organizations without such programmes on a wide range of financial and productivity measures.

Cascio (2003) suggests that effective performance management will result in:

- **Accountability:** Performance management systems help to clarify corporate goals. It also requires continuous feedback. It applies to all employees in the organization. Since employees will have an open discussion with supervisors on what is required of them they will in turn have to deliver according to the set standards. Promotions or any form of recognition will have to be done on the basis of the achieved standards of performance which are clear to all employees. The managers will not

have to justify their decisions since everyone would have been made aware of the benefits that accrue to anyone that achieved standards of excellency in their work performance.

- **Increase motivation:** Since a performance management system measures assesses all performance against jointly set goals and objectives the motivation level of all the employees is said to increase.
- **Quality improvements:** are almost assured since this is a continuous and evolutionary process, in which performance improves over time
- **Effective communication:** Performance management requires a management style that is open and honest and encourages a two-way communication between the supervisors and subordinates.
- **High levels of achievement** (objectives, standards and goals) performance management system translates corporate goals into individual, team, department and divisional goals. Feedback loops enable the experiences and knowledge gained on the job by individuals to modify corporate objectives.

Should the department decide to take the route of an integrated performance management system these are some of the benefits that might accrue to the department. Looking at these benefits the assumption one is making is that if the performance management system is used efficiently and effectively it will improve the performance of individual employees, teams and the overall department.

### **2.6.3 Obstacles to Performance Management**

According to Schultz (2003) statistical evidence hold a warning for all performance management systems as all too often training is seen as a quick fix to improving performance. But unless the correct obstacles are identified and removed, one cannot expect an improvement in performance management.

The following are some of the obstacles Schultz (2003) outlines:

*Recruitment and selection:* mentioned earlier on in this study the recruitment of officer of this department is centrally done by the government employing body (the civil service board). The managers in this department cannot look for fit and function in the recruitment

and selection of their officers. This results in a mismatch of skills and the process negatively affecting performance of the individual, the teams and the department as whole.

*Compensation and rewards:* The compensation policy is uniform for government employees. There is no way in which the Department of Customs and Excise can come out with its own compensation policy that would suite its situation. But this does not mean managers can not reward or compensate good performers in order to maintain high levels of performance and to encourage poor performers to bring up their performance to the expected standards. They can pick from the menu of different incentives as shown in table 2.3 to come up with a packages of incentives that would suite their situation.

*Feedback and communication:* The process of feedback is not properly done in this department as mentioned in an earlier section. Communication channels are not clear in this department. The chain of command is confusing. The headquarters is said to make unilateral decisions without communicating them to all the employees in the department. This results in important decisions not being implemented because no one is aware of them except for top-management who made those decisions. Performance gets negatively affected in this process. How does one expect people to improve if what is to be improved is not communicated.

*Knowledge and skills training:* The level of knowledge of the job can enhance or hinder performance. Sometimes in the Department of Customs and Excise new entrants are taken raw to the field and are stationed at the workstations and are expected to perform the job. This is difficult on both the manager and the subordinate. The subordinate may be willing to perform the job but lack of knowledge and skills on how to perform the job due to the absence of training at induction may hinder effective performance. Even if there were performance standards how can such a person achieve high levels of performance? Some managers are not even well equipped to train these new entrants so the responsibility of training the new employees is shifted to the shift officers who may be unwilling to do so or expect the other officers to train the new employee. Can you imagine how frustrating it is for the new employee? The person ends up getting bits and pieces of information about his job from different colleagues, which may not be correct in some instances. This hinders effective performance of the job.

*Evaluation of measurement:* There are many different measures of individual job performance. Generally these can be divided into two groups: objective and subjective measures. For certain jobs, objective measures of performance, such as sales, units produced, or papers published, do exist. But those who have worked in these fields are probably aware that these seemingly objective measures often fail to accurately reflect an individual's performance. For many jobs, there simply is no objective measure of job performance. Particularly in the knowledge-based, service-oriented business world of today, relatively few employees produce a tangible, quantifiable product or service. Instead, they generate knowledge, handle customer complaints, or perform various other intangible services.

The Department of Customs and Excise uses the subjective rating approaches and suffers from various problems, including rating errors as discussed earlier, poor forms, lack of appraiser preparedness as discussed under the section on feedback and ineffective organisational policies and practices. A variety of suggestions were offered to overcome these problems.

*Work design and tools:* The layout of the jobs and the operations may not be conducive to performance management. It should be clear on which function feeds to which one so that it is easy to establish the internal customers and internal suppliers in the organisation. This helps to trace the source of defects in the final product or service.

## **2.7 THE CONTINUUM OF LEARNING IN PERFORMANCE MANAGEMENT**

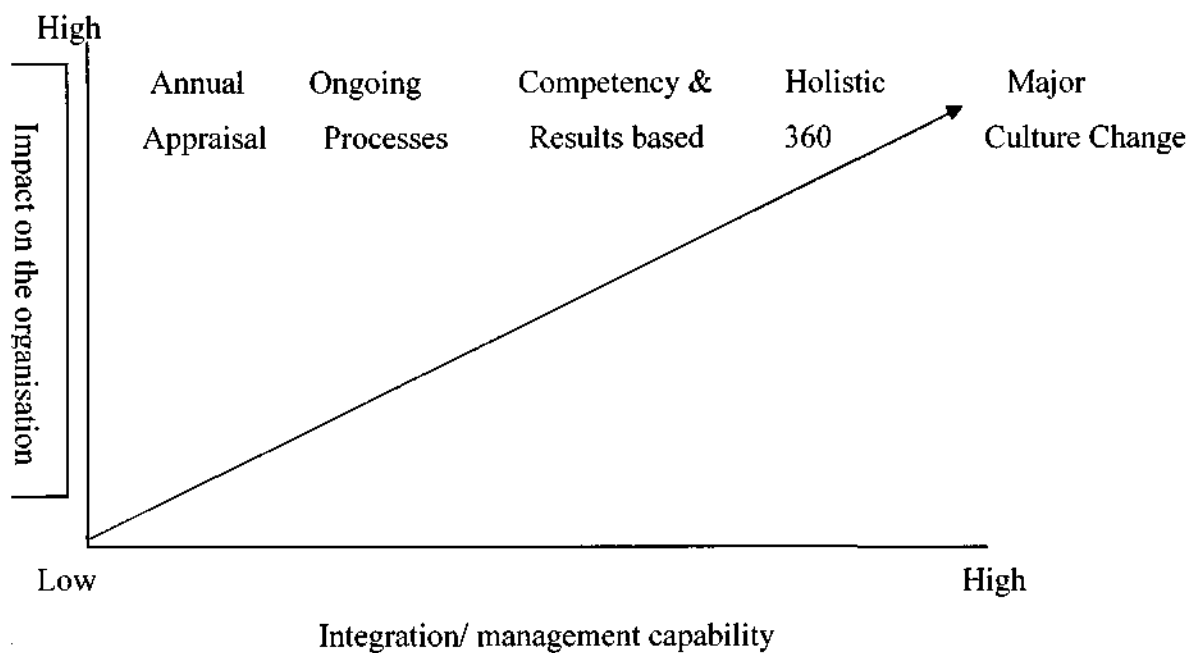
According to Armstrong and Murlis (2003) there is a continuum of learning in the area of performance management. Most organisations start with annual appraisal and learn from what goes well or badly why an annual review, a well designed set of forms and a bit of appraisal skills training does not get them very far. Two fundamental issues are at stake

- (1) The impact of annual performance appraisals on the organisational performance.
- (2) The extent to which basic appraisal skills training really enhances management capability to get into the underlying causes of performance improvement.

Annual appraisal designed by personnel specialists and issued with a set of forms and a manual is, however slick the design work, not typically seen as core to the achievement of organisational goals and plans. The majority of people in an organisation see it as an additional burden in an increasingly busy working life. This often results in a system destined to

fail. Figure 2.3 shows the continuum of learning in performance management which organizations need to follow in order to grow towards a holistic performance management system.

**Figure 2.3 Upgrading Performance Management**



**Source:** Armstrong and Murlis (2003:241)

Research conducted to evaluate how well appraisal has worked concluded that organisations need to move up the graph illustrated in Figure 2.3 to reach the point where they achieved a complete culture change if they are to use performance management as the means by which successful organisational performance is managed and delivered.

The Department of Customs and Excise is at the bottom of the graph where they are only using performance appraisal as the only means for performance management. There is need for the department to move up the graph if it is to improve the overall performance of the employees, teams and hence the department as a whole.

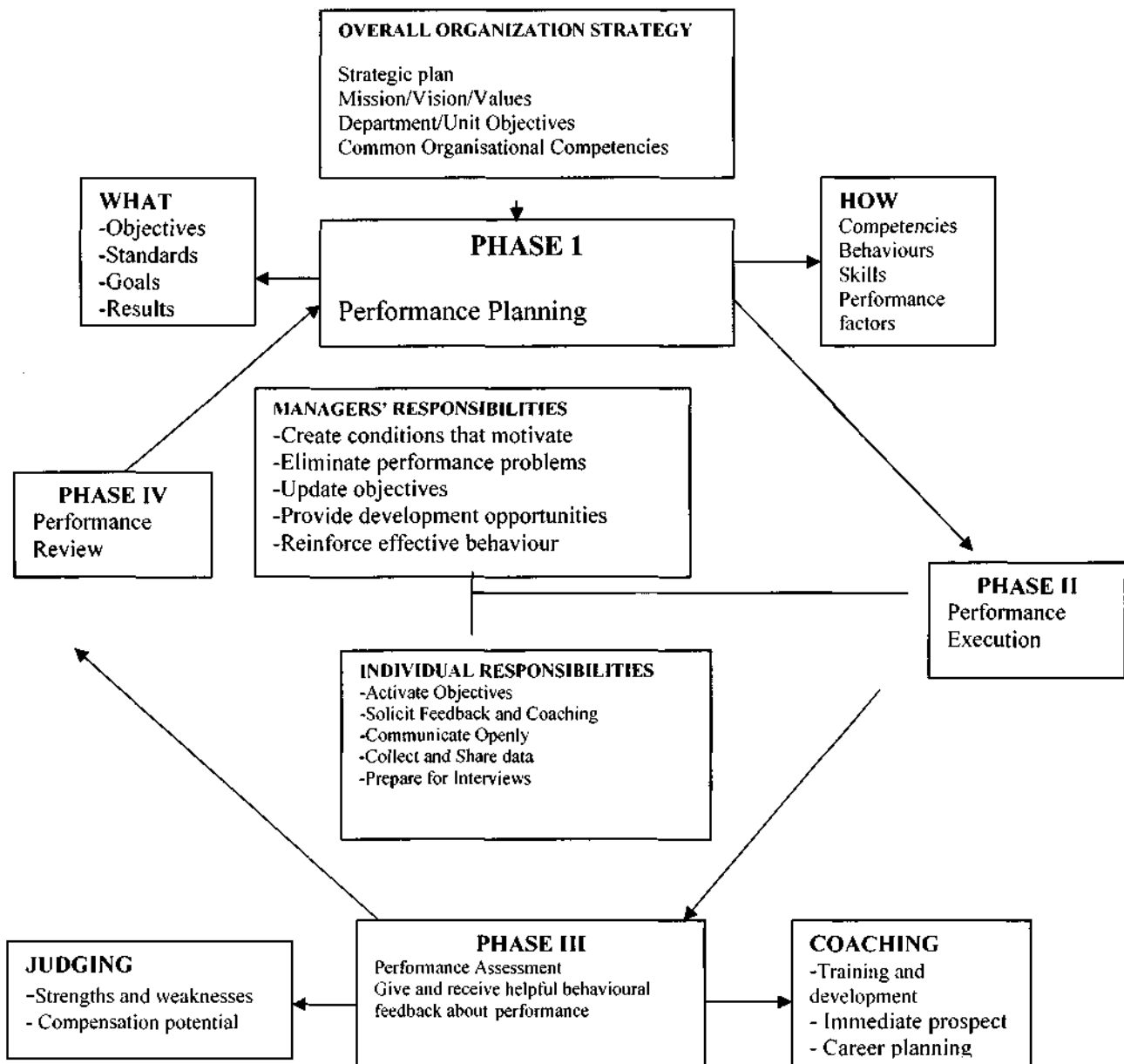
## **2.8 PERFORMANCE MANAGEMENT SYSTEMS AND ORGANIZATIONAL STRATEGY**

Cummings and Worley (1997) developed a model of performance management in which he describes how goal setting, performance appraisal, and rewards are linked and how these practices in turn impact on performance and how all these relate to the organization's strategy.

High levels of work performance are said to occur when goal setting, performance appraisal, and reward systems are jointly aligned with the business strategy. Business strategy defines the goals and objectives that are needed for an organization to compete successfully. Performance management needs to focus, assess, and reinforce member work behaviours toward those objectives. This ensures that work behaviours are strategically driven.

Performance management includes practices and methods for goal setting, performance appraisal, and reward systems. These practices and methods jointly influence the performance of individuals and work groups.

**Figure: 2.4 Performance Management Systems and Organizational Strategy**



**Source:** Internet 4

This model illustrates that once an organization has the strategy, the mission, vision and the objectives in place. The next thing to do will be to proceed to **phase one** of this model which is planning for performance. This entails asking such questions as to what is to be done or what is the task at hand. This has to do with the performance objectives, standards, and goals. One other thing that has to be done at this stage is determine how the task at hand is going to be carried out. This entails identifying the competencies, behaviours, skills and performance factors required to achieve the set performance objectives.

**Phase two** of this model deals with performance execution which means actually carrying out what is to be done. This phase consists of both the manager's responsibilities (such as creating conditions that motivate, eliminating performance problems and reinforcing positive behaviour) and the employees' responsibilities (which include activating objectives, soliciting feedback & coaching, communicating openly, collecting and sharing data and preparing for interviews) of when which when carried out efficiently by either party will lead to successful achievement of the desired performance.

**Phase three** entails performance assessment and monitoring. But this could be done successfully the manager has to judge the performance of the individual employees under his control. This involves identifying the strengths and weaknesses in employees' performances and deciding who deserve to be well compensated. This stage also requires the manager to determine those who are falling short in their performance and the reasons behind this short fall in order to provide the appropriate coaching, training and development program.

The **last phase**, which is phase four, involves performance review. This deal with looking back at the review period and determine whether the set performance objectives and standards have been achieved or not. If not identify possible deterrents and design strategies

The level of employee involvement in an organization should determine the nature of performance management practices. When organizations are highly bureaucratic with low levels of participation, goal setting, performance appraisal, and reward systems should be formalised and administered by management and staff personnel. In high involvement situation on performance should be heavily participative, with both management and employees setting goals and appraising and rewarding performance.

## **2.9 LINKING TOTAL QUALITY AND PERFORMANCE MANAGEMENT**

Some organizations might wish to focus the performance management process on one major organizational goal, for an example commitment to quality service. Many organizations are going down the quality route. The value of linking the quality initiative to the performance management process is that it increases the probability that quality initiatives will be achieved. The performance management process- of planning, coaching, reviewing and rewarding-



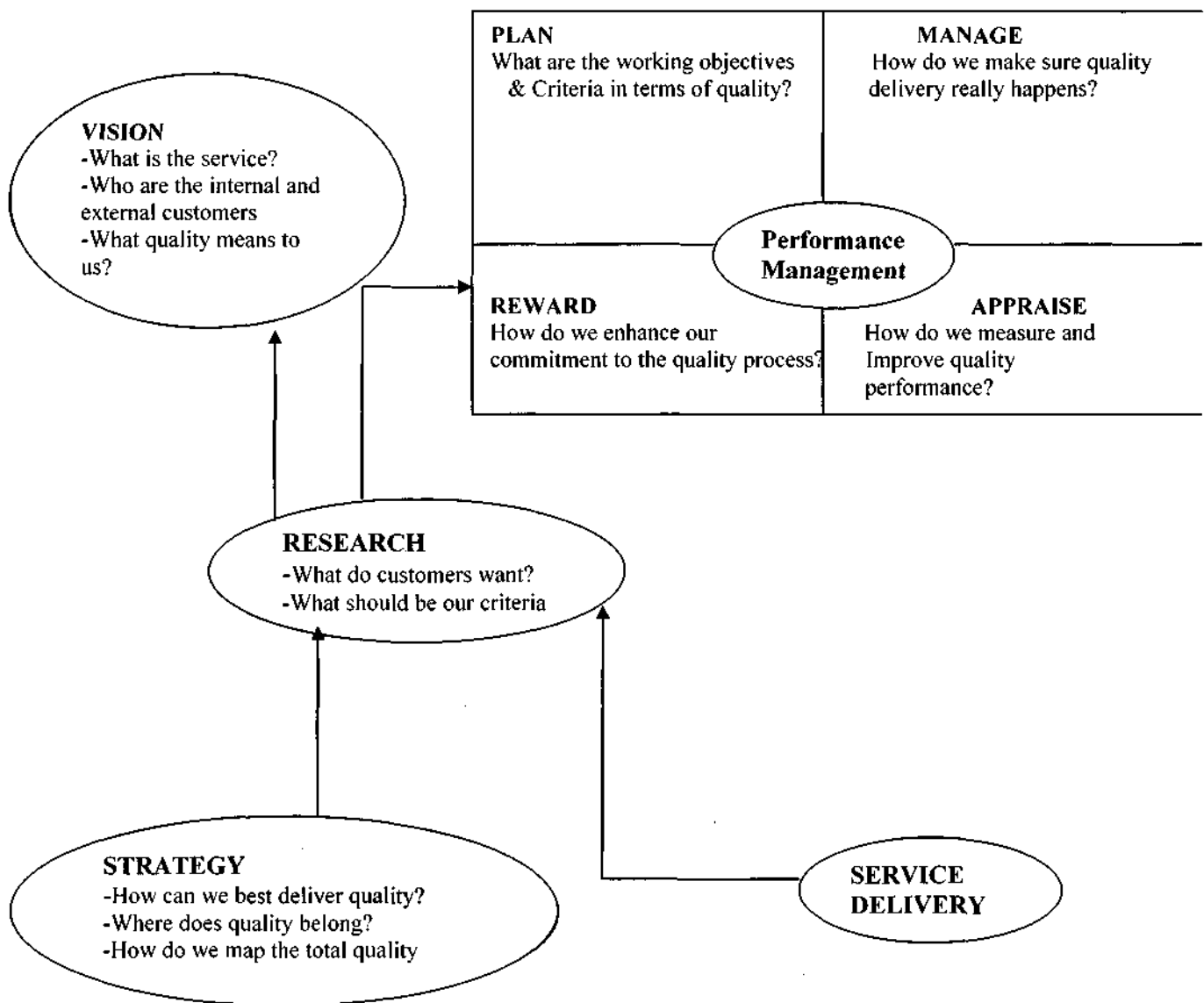
should ensure that the quality goals are clarified, focused on, acted on given support and feedback and ultimately recognised if they are achieved.

For an organisation to be truly effective, every single part of it, each department, each activity, and each person and level, must work properly together, because every person and every activity affects and in turn is affected by others.

One of the most powerful aspects to emerge from TQM is the concept of the internal customer and supplier. This is recognition that everyone is a customer within the organisation and consumes goods or services provided by other internal suppliers, and everyone is also an internal supplier of goods and services for other internal customers. The implication of this is that errors in the service provided within an organisation will eventually affect the product or service, which reaches the external customer. One of the best ways to ensure that external customers are satisfied is to establish the idea that every part of the organisation contributes to external customer satisfaction by satisfying its own internal customers.

TQM utilizes this concept by stressing that each micro operation has a responsibility to manage these internal customer- supplier relationships. They do this primarily by defining as clearly as possible what their own and their customers' requirements are. In effect this means defining what constitutes 'error-free' service quality, speed, dependability and flexibility required by internal customers.

**Figure 2.5 Model for Linking Performance Management to Total Quality Management**



**Source:** Mitrani, et al (1995:108)

Organizations need not sacrifice their performance appraisal programs on the alter of TQM.

Cascio (2003) outlines three suggestions for harmonizing these two processes:

- Let customer expectations generate individual or team performance expectations.  
Customers may be internal or external. Then individuals or teams can begin to assess their performance against those expectations, using this baseline of achievement, individuals, teams and managers can develop continuous improvement opportunities.
- Include results expectations that identify actions to meet or exceed those expectations.  
Employees (or teams) and supervisors together consider these customer expectations in

conjunction with the business plan and begin to establish priorities for improvement opportunities.

- Include behaviour skills that make a real difference in achieving quality performance and total customer satisfaction. Effective customer service requires 'attention to deal', initiative and listening skills. These continuous improvement skills are as important to total quality, as are result-oriented targets.

When performance expectations focus on process improvements as well as on the behavioural skills needed to provide a product or service, total quality, excellent customer service, and appraisal of individuals or team performance become the way of doing things.

TQM requires customer-consciousness, systems thinking, an understanding of variation, an appreciation of teamwork, a mastery of improvement methods, and an understanding of the process of personal motivation and learning. When intelligently applied, the basic principles of TQM will, however, fundamentally change the way a conventional manager thinks about the nature of work and the purpose of leadership. This fundamental change requires managers to relinquish the old set of premises, the old paradigm and struggle to understand, internalize and apply a new approach--what Brian Joiner of Joiner Associates (1997) calls fourth-generation management.(Internet 6) This would take into consideration the use of a holistic approach to performance management rather than performance appraisal as a stand-alone process.

## **2.10 CONCLUSION ON THE LITERATURE REVIEW**

An effective management team must direct the vision and efforts of all the employees towards a common goal. It must ensure that the individual employee understands what results are demanded of him. It must ensure that the supervisor understands what to expect of each of his subordinates. It must motivate each employee to exert maximum effort in the right direction. While encouraging high standards of workmanship, it must make them the means to the end of business performance rather than the ends in themselves. In Drucker's view cited by Armstrong (1999) this approach would ensure that individual and organizational objectives would be integrated and simultaneously achieved.

To hold employees accountable, a written record of performance standards should exist and employees should be advised of those standards before evaluation occurs. Ideally, the

measurement of each employee's performance should be based on actual performance of the critical elements identified through job analysis. Research has shown that performance appraisal alone would be inadequate to effectively and efficiently manage employee performance. Hence the need to integrated performance management processes and performance appraisal practices, to come up with an integrated performance management system.

The skills required by managers to effectively and efficiently operate a performance management system are diverse and wide-ranging. They need to know how to set clear, measurable and achievable objectives. They have to be able to handle performance review meetings, in which they not only commend staff on their achievements (which is not too difficult), but also help them recognise where their performance has been below standard and needs to be improved (which can be harder). Performance management implies a marked shift in the relationship between managers and their staff. The manager is faced with a new and more challenging situation: requiring counselling skills, effective listening, and good communication skills.

According to Armstrong (1999) the essence of the performance management process is that it is a partnership between managers and the individuals who are members of their teams. This means that at every stage their aim is to obtain agreement on objectives, on the means of measuring performance on the assessment of results and the factors affecting them, and on development and performance improvement plans. This is management by agreement rather than management by command. This is in line with Mc Gregor's (1960) cited by Armstrong (1999) principle of management by integration and self-control. It also implies that there is shared accountability between managers and non-managers for improving performance.

It would be an unwise conclusion for any organization to assume that the use of an integrated performance management system is without criticisms. But the criticism levelled against the use of this system is not to deter organizations to implement it, but to do so with caution in order for it to yield the intended results. It will also be a grave mistake by organizations to assume that the ushering in of a new performance management system means an end to the use of the performance appraisal systems. As the name suggests the new performance management system is an integrated approach to managing performance aimed at business excellence.

This chapter has made an attempt at giving the theoretical information on the topic of the research. Taking into account some of the key areas some of the authors in this topic have covered. A theoretical framework has been identified from several sources which are going to be the basis of the conclusions and recommendations that are going to be covered in chapter five of this research.

The next chapter is going to cover the research methodology used to collect data on the perceptions of both managers and non-managers of the Department of Customs and Excise in Swaziland.

## CHAPTER 3 RESEARCH METHODOLOGY

### 3.0 INTRODUCTION

Research is a systematic and objective process of generating information to solve managerial problems. Business research is therefore a systematic inquiry that provides information to guide business decisions. It is aimed at uncovering certain truths or facts or to verify the acceptability of given theories or answer questions about a specific problem or to make strategic business decisions. This process includes specifying what information is required, designing the method for collecting information, managing and implementing the collection of information and communicating the findings and their implications. It must be focused, not general, systematic and structured, go beyond general knowledge and have adequate outcome for acceptable analysis. (Cooper and Schindler, 2003)

The research problems or questions drive the research. How research problems are captured and framed drives subsequent research activities. The most important thing to do at the stage of formulating the research problem is for the researcher to answer the two fundamental questions that are: what is the problem? What is the best way to solve the problem? Answering the first question implies that the researcher really knows what he wants to know. The answer to the second question means the researcher is able to select a research design and the method of data collection that is best suited for the research problem. (Ghauri and Gronhaug, 2002:36)

“A common mistake is to go ahead with data collection and other practical activities before knowing the problem or research question. Such an approach often ends up in a situation where a bunch of data is searching for a problem; time runs out and money is wasted” (Ghauri and Gronhaug, 2002:37)

The methodological approach adopted in this research project makes use of analytical research methods. The research methodology will be discussed with particular reference to the sample and sampling techniques used, the research design and analytic techniques used the method of data collection and the measurement instrument used.

### 3.1 OBJECTIVES OF THE STUDY

The objectives of the study are as follows:

- To determine what the managers and non-managers perceptions are with regard to the current performance management system.
- To highlight the inadequacies of the performance appraisal system in managing performance when used on its own.
- To recommend the implementation of an appropriate performance management system that would not only achieve the department's business objectives, but also gain acceptance by all levels of employees as a credible performance management tool.

More specifically the research seeks to:

- Investigate the objective of the current performance management system.
- Evaluate the perceptions that employees have towards the current performance management system.
- Analyse performance problems that might exist and establish solutions to these problems
- Determine constraints to effective performance
- Highlight the benefits of using an integrative performance management system
- Determine the kind of changes needed to improve performance.

### 3.2 THE DEVELOPMENT OF THE HYPOTHESIS

A hypothesis involves a prediction that may or may not be borne out of the data. A hypothesis is an educated guess about two or more variables expressed in the form of testable statements. There are two types of hypothesis: a null and an alternative hypothesis. A null hypothesis (**H<sub>0</sub>**) is a statement that asserts the status quo that is that any change from what has been thought to be true is due to random sampling error. It states that there is no difference between the group mean in the comparison. The null hypothesis is the one that is always tested by statisticians and market researchers.

The alternative hypothesis (**H<sub>i</sub>**) states that there is a true difference between the group's means. If the null hypothesis is accepted, there is no change in the status quo. If the null hypothesis is rejected automatically the alternative hypothesis is accepted. (Bush et al 2000:204).

This study is aimed at testing the hypothesis mentioned below in order to find out whether managers and non-managers perceive any value in using the performance management system currently in use or they think some improvement can be done.

### **Hypothesis (Ho)**

Employees of the Department of Customs and Excise perceive the current performance management system used by the department as having a positive impact on the overall performance of the department.

### **Null Hypothesis (H1)**

Employees of the Department of Customs and Excise perceive the current performance management system as having no positive impact on the overall performance of the department.

The explanation on the types of research designs make mention of two types of variables, which are: Dependent variable (the variable that reflects the impact of the independent variable in a research or experiment) and the Independent variables (the variable that is manipulated by the researcher in an experiment). However there might also be extraneous variables (variables beyond the researchers control), which might affect the study (Ghauri and Gronhaug 2002)

### **Variables**

*Dependent:* work performance

*Independent variable:* performance management system

*Extraneous variables:*

- Workers' attitudes towards work
- Management attitudes towards the performance management system
- The kind of leadership in place
- Communication

## **3.3 SAMPLING THEORY**

Sampling techniques provide a range of methods that enable the researcher to reduce the amount of data needed to be collected by considering only data from a sub-group rather than the entire population. For some research questions it is impossible to survey the entire population. Sampling according to Saunders (2003) works well when:

- It would be impracticable for the researcher to survey the entire population
- Budget constraints prevent the researcher from surveying the entire population



- Time constraints prevent surveying the entire population

The Department of Customs and Excise officials were used for the purposes of this study. But it would have been impossible for the researcher to survey all the customs officers in the department hence random sampling was used on the staff list to obtain respondents for the questionnaire. There were different groups used for filling in the questionnaires drawn from officials both in the management level (managers) and ordinary officer's level (non-managers).

### **3.3.1 Population definition**

The population for this study is the officials in the Department of Customs and Excise drawn from all the points of entry. The study used officers from the lowest rank in the department assistant customs officers to customs officers as non-managers (low level employees) and senior customs officers to chief customs officers as managers (top-management level).

### **3.3.2 The sample size**

The total number of employees in the Department of Customs and Excise is plus or minus 250. This includes both managers and non-managers. The study was aimed at using about 80 employees randomly selected using the staff lists so as to afford every employee a chance to be selected.

## **3.4 RESEARCH METHODS**

According to Saunders et al. (2003) research methods refer to tools and techniques used to obtain and analyse data. Both quantitative and qualitative methods of collecting data would be used because the problem under question is unstructured / exploratory in nature. This helps facilitate a better understanding of the nature of the problem and get a good grasp of the phenomena of interest.

The methodological approach adopted in this research study makes use of analytical research methods in a cross-sectional manner. The approach is quantitative in that statistical analysis is performed on results obtained from respondents and conclusions are drawn from this quantitative information.

### **3.4.1 The Research Instrument**

According to Sudman and Blair (1998) data collection instruments provide a basis on which the entire research rests. The instruments chosen must have a reasonable degree of validity and

reliability for the purpose the researcher seeks to serve. For the purpose of this study a self-administered questionnaire was used to collect the primary data.

### **3.4.2 A questionnaire defined**

A questionnaire is a survey instrument in which each person is asked to respond to the same set of questions in a predominant order Saunders, et al (2003). He also states that a careful design of the questionnaire is important to ensure high rate of response, validity and reliability of the data collected.

According to Cooper and Schindler, (2003) Questionnaires are normally used to explain and analyse problems and work best with standardised questions that one can be confident will be interpreted the same way by all respondents. Questionnaires tend to be explanatory or analytical in nature.

The type or design of questionnaire differs according to how it is administered and in particular the amount of contact one has with respondents Saunders et al (2003).

Despite the advantages of using the questionnaire such as requiring less skill and sensitivity to administer, Saunders et al (2003) cautions that, the design of the questionnaire will affect the response rate and the reliability and validity of the data collected and to this effect he says that there should be;

- Careful design of individual questions
- Clear layout of the questionnaire form
- Carefully planned and executed administration

Surveys are research design procedures for collecting large amounts of primary raw data using interviews or questionnaires. Questionnaires can be self-administered, telephone administered or interview-administered nowadays there is even computer assisted ones. For the purposes of this research a self-administered questionnaire was used to collect data from customs officers who are both managers and non-managers.

### **3.4.3 Questionnaire Design**

The some questions in section B have been sourced from Hartle (1997) where Hartle was trying to guide his readers towards transforming the performance management process. Some of the questions are some questions, which he states can be used under each element of performance management. Shaw et al (1995) pursue the idea of evaluating a performance

management system with the intention to introduce changes to the current system where it is found to be lacking. Some of the questions were taken from Shaw et al (1995). Some have been used as they are from the various sources, while others have been changed to suite my purpose. Some were sourced from a student's research project Narayadu (2003). The ones sourced from this dissertation have been changed to suite my purpose. Narayadu (2003) was evaluating the effectiveness of a performance management system for academics at Technikon Southern Africa. The structuring of the section is according to the elements of performance management (performance planning, performance monitoring, performance reviewing and rewarding performance) and a subsection on the purpose of performance appraisal. This was done in order to test whether the current performance management system reflect these elements.

The questionnaire is divided into three sections as follows:

**Section A:** bio-graphical data

This section was included to gather information on the background of the respondents and served to explain the data obtained. The rationale was to ascertain whether there would be differences in the biographical information. This section was also going to assist in differentiating who are managers and non-managers.

**Section B:** structured questions on managers and non-managers perceptions on the current performance management system in the Department of Customs and Excise. This section covered a mixture of statements based on the basic elements of a performance management system which are: performance planning, performance managing, and purpose of performance appraisal, performance reviewing and performance rewarding as noted in the literature. One would notice that some of the structured statements of this section are on performance appraisal this is particularly so because this is what the employees in this department understand performance management to mean.

A five-point Likert summated rating scale questions of an interval nature where respondents were required to select one of five levels of agreement with a given statement. The levels were agree, strongly agree, neutral, disagree, and strongly disagree. To make the results more meaningful the responses to strongly disagree and disagree, strongly agree and agree were combined and then the neutral position. All the statements in this section were of this nature.

### **Section C: open-ended questions**

This section was meant to allow respondents to air their views on the current performance management system.

Qualitative data was elicited through open-ended questions found in section C of the questionnaire where respondents were asked to comment on certain areas of the performance management system currently used.

A covering letter was used to explain to the respondents the importance of the study and purpose for which the data was intended to serve.

#### **3.4.4 Questionnaire Pre-testing**

Anytime a questionnaire is written, there is a chance that some of the questions will cause problems for the respondents to easily answer, which will consequently affect data recording, analysis and interpretation. Questionnaire pre- testing is needed to identify and eliminate these problems Sudman and Blair (1998).

For the purposes of this study the questionnaire was pre- tested on all the staff members (about ten officers) of the customs office at the Airport. Pre-testing revealed that some people felt the use of 'the title of post' together with 'the work station' on the bio-graphical data or section A was not a good idea since then they can easily be identified. For fear of victimisation they felt one of the two should be deleted. It was then decided that the part on the workstation is the one that should be deleted because the one for the position was crucial for differentiating who is in management and who is not.

The questionnaire was distributed to all those who have been randomly selected for the study from the staff list. There were one hundred (100) questionnaires distributed and managed to receive seventy-seven (77) fully completed questionnaires. The responses for the seventy-seven questionnaires were used for the data analysis presented in chapter 4 of this research.

#### **3.4.5 Statistical Analysis of Data**

Cooper and Schindler (2003) define measurement as assigning numbers to empirical events in compliance with a set of rules. The data that was collected for the study comprises of ordinal and nominal data.

Responses from the questionnaire were coded individually for all the seventy-seven (77) respondents and the data was entered into the statistical package for social science (SPSS) in order to obtain frequencies and percentages and bar diagrams for the responses. The two major categories for assessment of perceptions are managers and non-managers.

Presentation of findings from section B was further subdivided into sub-sections according to the layout of the questionnaire for easy analysis. These sub divisions form the major components parts of performance management system as outlined by Hartle (1997) and they are: planning for performance, managing/ monitoring performance, reviewing performance and rewarding performance. Each sub-division gives the total percentages of responses per statement. This is followed by an overall presentation of the summary of the responses per each division using bar diagrams as seen in appendix II. The overall responses are a result of a grouping together of the single statements per sub-division to make one variable. This was computed using SPSS.

The responses to section C were also coded for easy of analysis with the ones which were giving a 'positive' response to the question being 1 and those that were 'negative' being 2 and the neutral ones or 'do not know' being 3 and then a summary of the percentages given in tabular form together with an outline of some of the key of the responses which were regarded as being crucial for the review of the whole performance management system.

The raw data was edited to check for errors, omissions and completeness. Descriptive statistics include frequencies, measures of central tendency and measures of dispersion. Frequencies may be described as the numbers of times a response occurs within a given category. It allows the researcher to calculate percentages of the occurrence and represent the data as bar charts, pie charts and histograms.

## **1.5 ETHICS**

Ethics are norms or standards of behaviour that guide moral choices about our relationships with others. In the context of research, ethics refers to the appropriateness of the researcher's behaviour in relation to the rights of those who become the subject of the study, or are affected by it. (Saunders et al 2003:130)

Some respondents refused feeling in the questionnaire in fear of being identified and later victimised. To them this was some kind of an investigation into the operations of the organization by some external body, even though the questionnaire had a covering letter explaining the purpose of the research. Such people returned the questionnaire blank and it was impossible to coerce them in any way into filling up the questionnaire, because that would be unethical according to Saunders et al (2003).

Confidentiality of the information supplied was guaranteed to all the respondents and has been kept.

### **3.6 CONCLUSION**

According to Ghauri and Gronhaug (2002) the research design serves as the platform for the study. This chapter has tried to ensure that all pertinent aspects for the empirical research to be embarked on have been met and that results obtained from the study will be valid and reliable.

The research findings and the discussion of the findings shall be presented in the following chapter.

## CHAPTER 4 DATA ANALYSIS, FINDINGS AND DISCUSSION

### 4.0 INTRODUCTION

This chapter concentrates on an analysis of the data obtained from the completed questionnaires and discusses the findings. A self administered questionnaire was used to collect data. The questionnaire had three sections, A, B, and C. Section A was seeking for biographical data, section B had performance management system statements on which the respondents were using a five point likert scale to choose the scale that closely corresponded with their answer. Section C had open ended questions. The perceptions of managers and non-managers on the effectiveness of the current performance management system which are the purpose of the study are the central point here.

**Section A:** Bio-graphical data summarising the description of the sample.

**Section B:** The five point Likert scale with the cross tabulation of the position and each variable in the questionnaire. The options given were strongly agree and agree and strongly disagree, agree and neutral.

**Section C:** The qualitative section consisting of the open-ended questions

A summary of the findings and a discussion of the findings is what following.

### 4.1 SECTION A BIOGRAPHICAL DATA

**Table 4.1.1 Age categorisation of the sample**

		age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 25	2	2.6	2.6	2.6
	26-35	44	57.1	57.1	59.7
	36-45	22	28.6	28.6	88.3
	46-55	6	7.8	7.8	96.1
	greater than 56	3	3.9	3.9	100.0
Total		77	100.0	100.0	

The modal age group for this sample is age 26-35 years comprising of 44 respondents of 77 respondents. This means the population is made mainly of relatively young people whom the department can use effectively as an asset for competitive advantage.

**Table 4.1.2 Gender Sample**

		gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	41	53.2	53.2	53.2
	female	36	46.8	46.8	100.0
	Total	77	100.0	100.0	

The gender distribution is almost in balance. There are 41 males and 36 females. This means in terms of the employment act the department is doing well in balancing the gender so that there is no preference of one sex over and above the other. The tendency currently is that even though there is this balance in gender there are fewer females than males in the management position. This makes it difficult to make any conclusion on what their impact is on management issues.

**Table 4.1.3 Length of service of the sample**

		length of service			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-5yrs	19	24.7	24.7	24.7
	6-10yrs	17	22.1	22.1	46.8
	11-15yrs	29	37.7	37.7	84.4
	16-20yrs	4	5.2	5.2	89.6
	greater than 21yrs	8	10.4	10.4	100.0
	Total	77	100.0	100.0	

The modal class for length of service is 11-15 years comprising of 29 respondents of 77. This means the department has a large number of employees who have been with it for a long period. The staff turnover is low. The department could be benefiting from retaining these people by producing quality service because it means most of its employees are familiar with the procedures of the operations of the department. There is need for management to instil the culture of a customer driven organisation with a quest to deliver quality service. This is alluded to under culture in section 2.6 on performance management process. This section has a part on the functions of culture that enhances good work performance. An organization can strive to introduce such an organizational culture. The section 2.9 on linking total quality and performance management mentions that for quality service delivery there is need for an organization to research on what the needs of their customers are, then work towards meeting those needs.



**Table 4.1.4 The grouping of the qualifications held by the sample**

		qualification			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	J C	2	2.6	2.6	2.6
	O' Olevel	22	28.6	28.6	31.2
	diploma	24	31.2	31.2	62.3
	degree	16	20.8	20.8	83.1
	other (specify)	13	16.9	16.9	100.0
	Total	77	100.0	100.0	

This sample reflects that the department is staffed mostly by diploma holders which form the modal class followed by ordinary high school graduates who are in senior positions.

Comparing this with the length of service it becomes clear that in recent years the department has had degree holders coming in. This is evident from the fact that the group of degree holders are less than 10 years in service. The department can get people from their new entrants to send for advice training in their field of specialisation to enhance job performance which is something that was very difficult to do in the past.

**Table 4.1.5 Classification of the sample population in terms of position held**

		position			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	manager	26	33.8	33.8	33.8
	non-manager	51	66.2	66.2	100.0
	Total	77	100.0	100.0	

This sample used 26 respondents from the management section to give the perceptions of managers on the current performance management system used by the department and 51 from the non-management section to give the perceptions of non-managers.

**Table 4.1.6 Existence of an appraisal system in the Department**

			Is there a performance appraisal system in your organisation?			Total
			yes	no	3.00	
position	manager	Count	23	2	1	26
		% within position	88.5%	7.7%	3.8%	100.0%
	non-manager	Count	42	9	0	51
		% within position	82.4%	17.6%	.0%	100.0%
Total		Count	65	11	1	77
		% within position	84.4%	14.3%	1.3%	100.0%

88.5% of the managers and 82.4% of the non-managers responded ‘yes’ to the question is there a performance appraisal in your organization. 7.7% of the managers and 17.6% of the non-managers responded ‘no’.

The new employees on the non-managers group also stated that they have not yet been appraised so they don’t know whether any appraisal system exist in the organization or not. This shows a weakness on the part of the organization in terms of orienting its new employees. A new employee should be made aware of when their performance is going to be appraised, and of the standards against which that performance is going to be measured at orientation so that one works towards a certain goal.

## **4.2 SECTION B**

### **4.2.1 PERFORMANCE PLANNING**

This is the process of identifying the desired performance and gaining employees’ commitment to perform to those expectations. Employees and their superiors share responsibilities for developing the employee’s individual performance standards. Performance planning is the foundation for any performance management system. One would not build a house without a plan and in the same vein organisations should not build performance management systems without a performance plan. Everything that takes place in the organization in performance issues emanates from this plan. This is of vital importance because unless individuals know what is expected of them in future they will be unable to work effectively to achieve the objectives.

**Table 4.2.1 The existent of a mission statement in the department (Question 1)**

			The organisation has a mission statement in place which is clearly understood by all employees				Total
			strongly disagree	disagree	neutral	agree	
position	manager	Count	6	11	7	2	26
		% within position	23.1%	42.3%	26.9%	7.7%	100.0%
	non-manager	Count	13	21	14	3	51
		% within position	25.5%	41.2%	27.5%	5.9%	100.0%
Total	Count	19	32	21	5	77	
	% within position	24.7%	41.6%	27.3%	6.5%	100.0%	

65.4% of respondents from the management group responded disagree to the question on whether the organization has a mission statement in place, while 66.7% from the non-managers gave a similar response. 26.9% from the managers' group was neutral and there were 27.3% from the non-managers. 7.7% agree from the managers group that the organization does have a mission statement in place. 5.9% from the non-managers group also agree. Some employees turn to confuse the mission statement with the objectives of the department. This is reflected by the responses on the section where respondents had to state the mission statement and the objectives of the department a majority of the respondents were giving the same response for the two questions (question 1 & 2 section C) A mission statement: States an organisation's purpose, guiding values and principles and the way in which it intends to achieve its objectives whilst recognising the interests of other stakeholders. A conclusion that one can make is that the mission statement in the Department of Customs and Excise does not exist. One would recommend that the mission statement be developed, printed and displayed at the reception and be taught to all employees when they go for their induction courses.

**Table 4.2.2 Objectives of the department (Question 2)**

			Our organization has clear objectives					Total
			strongly disagree	disagree	neutral	agree	strongly agree	
position	manager	Count	4	4	5	8	5	26
		% within position	15.4%	15.4%	19.2%	30.8%	19.2%	100.0%
	non-manager	Count	3	8	9	23	8	51
		% within position	5.9%	15.7%	17.6%	45.1%	15.7%	100.0%
Total	Count	7	12	14	31	13	77	
	% within position	9.1%	15.6%	18.2%	40.3%	16.9%	100.0%	

30.8% of the respondents from the managers group disagree that the organization has clear objectives and 21.6 % from the non-managers group have a similar response. 19.2% from

managers' respondents was neutral and 17.6% from the non-managers. 50 % from the managers group agree and 60.8 % from the non-managers group also agree. The organization has objectives in place this is reflected by the responses given in section C where respondents had to write the objectives and had them correctly.

This means it would be easy for the department to set performance standards aligning them with the department's objectives. The work teams can also easily align their own objectives as teams and as individual to achieve the overall objectives of the department. The management should use this as a base to improve the performance of their employees and hence of the whole organization.

**Table 4.2.3 Employees expectations and the link to organisation's plans (Question 3)**

			Employees' performance expectations are linked to the organisation plans				Total
			strongly disagree	disagree	neutral	agree	
position	manager	Count	6	5	9	6	26
		% within position	23.1%	19.2%	34.6%	23.1%	100.0%
	non-manager	Count	11	10	21	9	51
		% within position	21.6%	19.6%	41.2%	17.6%	100.0%
Total		Count	17	15	30	15	77
		% within position	22.1%	19.5%	39.0%	19.5%	100.0%

42.3% respondents from the managers' group and 41.2% from the non-managers' group disagree that employees' expectations are linked to the organization's plans. 34.6 % from the managers group and 41.2 % from the non-managers' group was neutral. 23.1 % from managers and 17.6 % from the non-managers agree. For effective performance management it is important to link employees' expectations and the organization's plans so that all employees work towards a common goal. This is possible with joint setting of performance standards.

**Table 4.2.4 Clarity on employees' results to be achieved on their jobs (Question 4)**

			employees are clear about the results they are expected to achieve in their jobs				Total
			strongly disagree	disagree	neutral	agree	
position	manager	Count	8	10	4	4	26
		% within position	30.8%	38.5%	15.4%	15.4%	100.0%
	non-manager	Count	16	14	11	10	51
		% within position	31.4%	27.5%	21.6%	19.6%	100.0%
Total		Count	24	24	15	14	77
		% within position	31.2%	31.2%	19.5%	18.2%	100.0%

69.3 % respondents from the managers' group and 58.9 % respondents from the non-managers' group disagree that employees are clear about the results they are expected to achieve in their jobs. 15.4 % managers' respondents and 21.6 % non-managers' respondents was neutral. 15.4 % of the managers' group and 19.6 % of the non-managers agree. There is need for employees to be reasonably clear on what is expected of them in their different jobs. Once this is unclear employees are bound to perform in a way which they see fit for them or convenient to them. This is bound to happen when there is no pressure to perform to a set standard, which is the case with the Department of Customs and Excise.

**Table 4.2.5 Clarity on performance standards (Question 5)**

			employees are clear on the performance standards regarding what is expected of them				Total
			strongly disagree	disagree	neutral	agree	
position	manager	Count	8	6	8	4	26
		% within position	30.8%	23.1%	30.8%	15.4%	100.0%
	non-manager	Count	15	17	15	4	51
		% within position	29.4%	33.3%	29.4%	7.8%	100.0%
Total		Count	23	23	23	8	77
		% within position	29.9%	29.9%	29.9%	10.4%	100.0%

53.9 % respondents from the managers' group and 62.7% respondents from the non-managers' group disagree that employees are clear on the performance standards regarding what is expected of them. 30.8% of the managers and 29.4% of the non-managers was neutral. 15.4 % of the managers and 7.8% of the non-managers agree.

The summary (reflected in appendix B) of the responses to this section reflect that performance planning is not properly done in the Department of Customs and Excise.

#### 4.2.2 PURPOSE OF PERFORMANCE APPRAISAL

Gomez-Mejia et al (2001) define performance appraisal as the process of systematically evaluating performance and providing feedback on which performance adjustments can be made. It answers the question 'how well has the employee performed during the period of assessment. The job description, describing organizational job requirements, and the job specification, describing individual worker characteristics, provide the core.

**Table 4.2.6 Employees' understanding on the objectives of performance appraisal (Question 6)**

most people understand the objectives of performance appraisal								
								Total
			strongly disagree	disagree	neutral	agree	strongly agree	
position	manager	Count	4	8	10	3	1	26
		% within position	15.4%	30.8%	38.5%	11.5%	3.8%	100.0%
	non-manager	Count	3	19	12	13	4	51
		% within position	5.9%	37.3%	23.5%	25.5%	7.8%	100.0%
Total	Count	7	27	22	16	5	77	
	% within position	9.1%	35.1%	28.6%	20.8%	6.5%	100.0%	

46.2% respondents of the managers group and 43.2% of the non-managers' group disagree that most employees understand the objectives of the performance appraisal system. 38.5% of the managers and 23.5% of the non-managers was neutral. 15.3% of the managers' group and 33.3% of the non-managers agree. There is need therefore the managers to educate their subordinates on how the system works and how it benefits them together with the organization if used effectively and efficiently. Managers' understanding of a system is only a starting point the next step is to let the affected people aware of what the system is all about.

**Table 4.2.7 Manner of carrying out performance appraisals (Question 7)**

			Supervisors can objectively and unemotionally carry out performance appraisal					Total
			strongly disagree	disagree	neutral	agree	strongly agree	
position	manager	Count	6	3	7	6	4	26
		% within position	23.1%	11.5%	26.9%	23.1%	15.4%	100.0%
	non-manager	Count	3	8	8	22	10	51
		% within position	5.9%	15.7%	15.7%	43.1%	19.6%	100.0%
Total	Count	9	11	15	28	14	77	
	% within position	11.7%	14.3%	19.5%	36.4%	18.2%	100.0%	

34.6% respondents from the managers' group and 21.6% respondents from the non-managers group disagree that performance appraisal can be objectively and unemotionally carried out by

supervisors. 26.9% of the managers and 15.7% of the non-managers was neutral. 38.5% of the managers and 62.7% agree. This means both groups have some faith in the performance appraisal system. They still believe performance appraisals can be done without managers superimposing emotions in the whole process. Managers need to be taught the right skills to efficiently and effectively carry out performance appraisals.

**Table 4.2.8 Basis for performance reward decisions (Question 8)**

			The performance appraisal results are used for promotions, salary					Total
			strongly disagree	disagree	neutral	agree	strongly agree	
position	manager	Count	1	3	0	6	16	26
		% within position	3.8%	11.5%	.0%	23.1%	61.5%	100.0%
	non-manager	Count	5	8	5	17	16	51
		% within position	9.8%	15.7%	9.8%	33.3%	31.4%	100.0%
Total	Count	6	11	5	23	32	77	
	% within position	7.8%	14.3%	6.5%	29.9%	41.6%	100.0%	

15.3% from the managers' group and 25.5% from the non-managers group disagree that promotions, salary increments, demotions, and layoffs should be based on performance appraisal results. No respondent from the managers group was neutral and 9.8% from the non-managers group was neutral. 84.6% from the managers' group agree and 64.7% from the non-managers group.

This means both managers and non-managers are generally in agreement that performance appraisals should be the basis for rewarding good performance. This is a good starting point for making improvements to the current performance system.

**Table 4.2.9 Disclosure of the appraisal results to the person being appraised (Question 9)**

			The results of performance appraisals should be made know the appraised person					Total
			strongly disagree	disagree	neutral	agree	strongly agree	
position	manager	Count	1	2	0	6	17	26
		% within position	3.8%	7.7%	.0%	23.1%	65.4%	100.0%
	non-manager	Count	2	3	2	13	31	51
		% within position	3.9%	5.9%	3.9%	25.5%	60.8%	100.0%
Total	Count	3	5	2	19	48	77	
	% within position	3.9%	6.5%	2.6%	24.7%	62.3%	100.0%	

11.5% of the managers and 9.8% of the non-managers disagree that the results of performance appraisals should be made know to the person appraised person. None of the managers were neutral and 3.9% of the non-managers were neutral. 88.5% of the managers agree and 86.3% of the non-managers agree.

This means both groups see the need of these results to be availed to the person appraised so that where ever possible the appraised can make an effort to improve on the performance. Employees that are performing well need to be told that their work is up to standard to motivate to continue with good and even apply more effort.

**Table 4.2.10 Communication between the appraiser and the appraised (Question 10)**

			The appraisal system encourages open communication between appraiser and appraised					Total
			strongly disagree	disagree	neutral	agree	strongly agree	
position	manager	Count	2	5	2	8	9	26
		% within position	7.7%	19.2%	7.7%	30.8%	34.6%	100.0%
	non-manager	Count	1	7	11	15	17	51
		% within position	2.0%	13.7%	21.6%	29.4%	33.3%	100.0%
Total		Count	3	12	13	23	26	77
		% within position	3.9%	15.6%	16.9%	29.9%	33.8%	100.0%

26.9% respondents from the manager's group and 15.7% of the non-managers' group disagree that the appraisal system encourages open communication between appraiser and the appraised. 7.7% of the managers' group and 21.6% was neutral. 65% respondents from the managers group agree while 62.7% from the non-managers' group with a similar response. Both groups realize that if performance appraisals are properly done they can enhance communication among them.

**Table 4.2.11 The importance of performance appraisal (Question 11)**

			performance appraisals are a waste of time					Total
			strongly disagree	disagree	neutral	agree	strongly agree	
position	manager	Count	9	8	3	4	2	26
		% within position	34.6%	30.8%	11.5%	15.4%	7.7%	100.0%
	non-manager	Count	12	20	11	3	5	51
		% within position	23.5%	39.2%	21.6%	5.9%	9.8%	100.0%
Total		Count	21	28	14	7	7	77
		% within position	27.3%	36.4%	18.2%	9.1%	9.1%	100.0%



65.4% respondents from the managers group and 62.7% from the non-managers' group disagree that performance appraisals are a waste of time. 11.5% of managers and 21.6% of the non-managers was neutral. 23.1% of the managers and 15.7% of the non-managers agree.

This means that both employees and the managers think performance appraisals are essential in performance management; hence the large percentage on those disagreeing with the statement that it is a waste of time. The main question is how it can be effectively used in order to benefit the organization in terms of improving work performance. There is need for the department to revisit their employees' job descriptions, specification and the department's requirements in order to strike a balance between these concepts for the effective performance of the different jobs within the department.

#### 4.2.3 MANAGING PERFORMANCE

This is an on-going process of working towards the performance expectations established in the planning phase. Together, managers and the non-managers review the employee's performance on a periodic basis. If it is on track, or exceeding expectations, the manager provides positive reinforcement to keep performance at a high level. If performance is below expectations the manager coaches the employee on improving the troubled areas. This involves developing strategies with the employee to determine appropriate action plans. Managing performance involves several activities such as; coaching, counselling, on-going progress review and self-monitoring.

**Table 4.2.12 Employees' understanding of the performance expectations (Question12)**

The supervisor gives employees all the information they need to accomplish their performance								Total
			strongly disagree	disagree	neutral	agree	strongly agree	
position	manager	Count	1	4	10	8	3	26
		% within position	3.8%	15.4%	38.5%	30.8%	11.5%	100.0%
non-manager		Count	5	8	21	13	4	51
		% within position	9.8%	15.7%	41.2%	25.5%	7.8%	100.0%
Total		Count	6	12	31	21	7	77
		% within position	7.8%	15.6%	40.3%	27.3%	9.1%	100.0%

19.2% of the managers' group and 25.5% of the non-managers' group disagree that the system of appraisal in the organization is understood by management.38.5% of the managers' group

and 41.2% of the non-managers was neutral. 42.3% of the managers agree and 33.3% of the non-managers gave a similar response.

The percentages on both the neutral and the agree responses are almost at par meaning the responses are centred on neutrality. The fact that the system is understood by management can be both good and bad. Good if the management team is going to pass whatever information they have on the system to their subordinates. Bad if management is going to keep information to themselves because then it will not enhance the performance of individual employees hence that of the organisation as a whole.

**Table 4.2.13 Supervisor's support (Question 13)**

			The supervisor offers coaching and counselling with regard to employees performance expectations					Total
			strongly disagree	disagree	neutral	agree	strongly agree	
position	manager	Count	2	6	7	9	2	26
		% within position	7.7%	23.1%	26.9%	34.6%	7.7%	100.0%
	non-manager	Count	3	4	22	19	3	51
		% within position	5.9%	7.8%	43.1%	37.3%	5.9%	100.0%
Total		Count	5	10	29	28	5	77
		% within position	6.5%	13.0%	37.7%	36.4%	6.5%	100.0%

30.8% of the managers and 13.7% of the non-managers disagree that the system of performance management in this organisation is accepted by management. 26.9% of the managers and 43.1% of the non-managers was neutral. 42.3% of the managers agree and 43.2% of the non-managers gave a similar response.

For a system to work effectively it has to have top-management support so one would expect the percentage of those agreeing with the statement to be higher than it is reflected in table 4.2.13 especially from the group of managers. There is an equally high percentage on respondents from the managers' group who disagree that the system is accepted by management. This could be a result of the fact that managers are not trained on how the system works, they have to learn by trial and error as they assess their subordinates' performance over the years. They do it as a routine, which is part of their duties, and it's not part of something they believe in. That is why they consider it as a burden rather an essential part of their tasks.

**Table 4.2.14 Information and assistance given to employees to accomplish their performance objectives (Question 14)**

			employees are given the information and the assistance they to accomplish their performance objectives					Total
			strongly disagree	disagree	neutral	agree	strongly agree	
position	manager	Count	6	3	9	7	1	26
		% within position	23.1%	11.5%	34.6%	26.9%	3.8%	100.0%
	non-manager	Count	10	16	16	7	2	51
		% within position	19.6%	31.4%	31.4%	13.7%	3.9%	100.0%
Total		Count	16	19	25	14	3	77
		% within position	20.8%	24.7%	32.5%	18.2%	3.9%	100.0%

34.6% from the managers' group and 51% from the non-managers disagree that employees are given the information and the assistance they need to accomplish their performance objectives. 34.6% of the managers was neutral and 31.4% of the non-managers gave a similar response. 30.7% of the managers agree and only 17.6% of the non-managers also agree.

More than half on the non-managers group disagree this means the managers are not disseminating the information they should to their subordinates in order for them to effectively achieve their performance objectives. Even the managers themselves agree that employees are not given sufficient information. This is reflected by the 34.6% which disagreed with the initial statement. This has resulted in performance falling below the expected standards hence leading to the whole Department of Customs and Excise being ineffective.

**Table 4.2.15 Recognition of good performance (Question 15)**

			good performance is recognised and openly acknowledged					Total
			strongly disagree	disagree	neutral	agree	strongly agree	
position	manager	Count	7	4	8	6	1	26
		% within position	26.9%	15.4%	30.8%	23.1%	3.8%	100.0%
	non-manager	Count	17	11	10	10	3	51
		% within position	33.3%	21.6%	19.6%	19.6%	5.9%	100.0%
Total		Count	24	15	18	16	4	77
		% within position	31.2%	19.5%	23.4%	20.8%	5.2%	100.0%

42.3% of the managers and 54.9% of the non-managers disagree that good performance is recognised and openly acknowledged. 30.8% of the managers and 19.6% of the non-managers was neutral. 26.9% of the managers and 25.5% of the non-managers agree.

The question one can ask is if 42.3% of the management team disagree with the statement, who then is supposed to recognise and openly acknowledge good performance. There are no financial implications with a manager recognising and acknowledging good performance, so what is stopping managers in this department to carry out this simple task which would result in employees being motivated. 54.9% of the non-managers respondents feel their effort is not recognised and acknowledged. This in most instances results in a de-motivated work force.

**Table 4.2.16 Feedback on performance (Question16)**

			Feedback on performance is continuous not just at appraisal time					Total
			strongly disagree	disagree	neutral	agree	strongly agree	
position	manager	Count	6	3	6	9	2	26
		% within position	23.1%	11.5%	23.1%	34.6%	7.7%	100.0%
	non-manager	Count	13	20	5	12	1	51
		% within position	25.5%	39.2%	9.8%	23.5%	2.0%	100.0%
Total		Count	19	23	11	21	3	77
		% within position	24.7%	29.9%	14.3%	27.3%	3.9%	100.0%

34.6% of the managers and 64.7% of the non-managers disagree that feedback on performance is continuous not just at appraisal time. 23.1% of the managers and 9.8% was neutral. 42.3% of the managers and 25.5% of the non-managers agree.

The responses to this statement are a clear indication of the fact that the feedback process is not properly done in this department.

#### 4.2.4 REVIEWING PERFORMANCE

This provides the opportunity to step back from day-to-day activities, assess performance trends and plan for the future. This can either be formal or informal. The supervisor has an open discussion with the employee to identify the employee's training and development needs for his or her job performance enhancing his or her career progression.

**Table 4.2.17 The basis of performance appraisal (Question 17)**

			Performance appraisal are based on goals previously agreed to by both supervisors and subordinates					Total
			strongly disagree	disagree	neutral	agree	strongly agree	
position	manager	Count	2	3	4	9	8	26
		% within position	7.7%	11.5%	15.4%	34.6%	30.8%	100.0%
	non-manager	Count	5	3	5	24	14	51
		% within position	9.8%	5.9%	9.8%	47.1%	27.5%	100.0%
Total		Count	7	6	9	33	22	77
		% within position	9.1%	7.8%	11.7%	42.9%	28.6%	100.0%

19.2% of the managers and 15.7% of the non-managers disagree that performance appraisal should be based on goals previously agreed to by both supervisors and subordinates. 15.4% of the managers and 9.8% of the non-managers was neutral. 65.4% of the managers and 74.6% of the non-managers agree.

This means both the managers and the non-managers see the need of a joint setting of performance goals so that later when performance appraisals are carried out they are based on standards which everyone is aware of.

**Table 4.2.18 The existence of a fair system for evaluating performance in the department (Question 18)**

			Our organisation has a fair system for evaluating an employee's performance					Total
			strongly disagree	disagree	neutral	agree	strongly agree	
position	manager	Count	7	6	7	4	2	26
		% within position	26.9%	23.1%	26.9%	15.4%	7.7%	100.0%
	non-manager	Count	9	14	20	3	5	51
		% within position	17.6%	27.5%	39.2%	5.9%	9.8%	100.0%
Total		Count	16	20	27	7	7	77
		% within position	20.8%	26.0%	35.1%	9.1%	9.1%	100.0%

50% of the managers and 45.1% of the non-managers disagree that their organization has a fair system for evaluating an employee's performance. 26.9% of the managers and 39.2% of the non-managers was neutral. 23.1% of the managers and 15.7% of the non-managers agree.

Both the managers and their non-managers are not happy with the fairness of their performance appraisal system. This could be caused by the fact that there are no set performance standards,

which could function as a yardstick against which actual performance is judged. This means all the performance appraisals are based on subjective intuitions of the appraiser.

**Table 4.2.19 Clarity on how employees' performance is measured (Question 19)**

			Employees have a clear understanding of how their performance is measured/ judged					Total
			strongly disagree	disagree	neutral	agree	strongly agree	
position	manager	Count	7	3	15	1	0	26
		% within position	26.9%	11.5%	57.7%	3.8%	.0%	100.0%
	non-manager	Count	9	16	19	4	3	51
		% within position	17.6%	31.4%	37.3%	7.8%	5.9%	100.0%
Total		Count	16	19	34	5	3	77
		% within position	20.8%	24.7%	44.2%	6.5%	3.9%	100.0%

38.4% of the managers and 49% of the non-managers disagree that employees have a clear understanding of how their performance is measured or judged. 57.7% of the managers and 37.3% of the non-managers was neutral. Only 3.8% of the managers and 13.7% of the non-managers agree.

The responses to this statement are centred around neutrality and disagreeing with the statement. This is a clear reflection of the fact that employees are in the dark on what is used to judge their performance. The managers are also not sure on how to judge their subordinates' performance. The main problem is how one achieves expected performance if there are no set performance goals, standards and objectives. This is similar to travelling to an unknown destination, such that any place you arrive at will be the right destination. How can management criticize the actual performance without having stated what the expected performance is? This is prevailing scenario in the department.

**Table 4.2.20 The level of tolerance of poor performance in the department (Question 20)**

			poor performance is not tolerated in our organisation					Total
			strongly disagree	disagree	neutral	agree	strongly agree	
position	manager	Count	5	2	10	7	2	26
		% within position	19.2%	7.7%	38.5%	26.9%	7.7%	100.0%
	non-manager	Count	4	10	17	14	6	51
		% within position	7.8%	19.6%	33.3%	27.5%	11.8%	100.0%
Total		Count	9	12	27	21	8	77
		% within position	11.7%	15.6%	35.1%	27.3%	10.4%	100.0%

26.9% of the managers and 27.4% of the non-managers disagree that poor performance is not tolerated in our organization. 38.5% of the managers and 33.3% of the non-managers was neutral. 34.6% of the managers and 39.3% of the non-managers agree.

A percentage of above 20% on both the managers and non-managers indicated that poor performance is tolerated to a certain degree. This does not go well with concept of total quality, which emphasizes zero defects in an organization's products.

There is a percentage of above 38.5% and 33.3% on both managers and non-managers respectively were neutral on this statement. This means both groups are not sure of the methods their organization is using to discourage poor performance. This is result of failing to define good performance and setting performance standards, which could be only done when an organization has a performance management system in place.

**Table 4.2.21 Using performance appraisal to find out specific training needs  
(Question 21)**

			Appraising an employee is a useful way of finding out specific individual training needs					Total
			strongly disagree	disagree	neutral	agree	strongly agree	
position	manager	Count	3	3	1	11	8	26
		% within position	11.5%	11.5%	3.8%	42.3%	30.8%	100.0%
non-manager		Count	2	3	8	20	18	51
		% within position	3.9%	5.9%	15.7%	39.2%	35.3%	100.0%
Total		Count	5	6	9	31	26	77
		% within position	6.5%	7.8%	11.7%	40.3%	33.8%	100.0%

23% of the managers and 9.8% of the non-managers disagree that appraising an employee is a useful way of finding out specific individual training needs. 3.8% of the managers and 15.7% of the non-managers was neutral. 73.1% of the managers and 74.5% of non-managers agree. Both groups are aware of this function of performance review. The question becomes does the current performance management system serve this purpose. Since both groups are aware that a performance management system is supposed to serve this function one can safely assume both managers and non-managers can be receptive to a system that purports to effectively and efficiently serve this function. Modern organizations need to educate their employees and managers that performance appraisals alone are not sufficient for the effective management of performance.

**Table 4.2.22 The level of fairness and honesty in the manner appraisals are done  
(Question 22)**

			Appraisals are fairly and honestly done in this organisation					Total
			strongly disagree	disagree	neutral	agree	strongly agree	
position	manager	Count	6	2	11	6	1	26
		% within position	23.1%	7.7%	42.3%	23.1%	3.8%	100.0%
	non-manager	Count	14	12	19	3	3	51
		% within position	27.5%	23.5%	37.3%	5.9%	5.9%	100.0%
Total	Count	20	14	30	9	4	77	
	% within position	26.0%	18.2%	39.0%	11.7%	5.2%	100.0%	

30.8% of the managers and 51% of the non-managers disagree the appraisals are fairly and honestly done in this organization. 42.3% of the managers chose remain neutral and 37.3% of the non-managers was also neutral. 26.9% of the managers and 11.8% of the non-managers agree.

The major problem that might have had a great impact on the responses is the question of trust. This emanates from the nature of the relationship that exists between the managers and their subordinates. This call for both parties to be committed in building a healthy working relationship that will cultivate the element of trust. A good work environment with employees relating well among themselves and their managers would lead to a better satisfied customer. This enhances the status of the organization in the eyes the stake holders.

#### **4.2.5 REWARDING PERFORMANCE**

Reward is an important part of the 'feedback loop' in performance management. A reward only has a positive effect on the individual if it is: valued by them and appropriate to the effort put in and the achievement. Rewards embrace everything that employees' value in the employment environment and the term refers to the complete bundle of rewards elements. Since each individual might be motivated by different things, an effective performance reward process should be sufficiently flexible to cater for individual needs.



**Table 4.2.23 Rewarding better performers (Question 23)**

			Employees who are better performers receive higher pay or incentives than poor performers					Total
			strongly disagree	disagree	neutral	agree	strongly agree	
position	manager	Count	1	3	4	7	11	26
		% within position	3.8%	11.5%	15.4%	26.9%	42.3%	100.0%
	non-manager	Count	2	8	9	15	17	51
		% within position	3.9%	15.7%	17.6%	29.4%	33.3%	100.0%
Total		Count	3	11	13	22	28	77
		% within position	3.9%	14.3%	16.9%	28.6%	36.4%	100.0%

15.3% of the managers and 19.6% of the non-managers disagree that employees who are better performers should receive higher pay or incentives than poor performers. 15.4% of the managers and 17.6% of the non-managers was neutral. 69.2% of the managers and 62.7% of the non-managers agree.

Both managers and non-managers are in agreement that there should be a distinction between good performers and poor performers. Those that are termed as good performers should be rewarded for their good work in order to encourage the poor performers to pull up their performance. The need for incentives as motivators is what stands out at this point. This is only possible when all employees are aware of the expected standards of performance to be achieved.

**Table 4.2.24 Clarity on the link between performance and rewards (Question 24)**

			The link between performance and rewards is clear to all employees					Total
			strongly disagree	disagree	neutral	agree	strongly agree	
position	manager	Count	4	7	11	3	1	26
		% within position	15.4%	26.9%	42.3%	11.5%	3.8%	100.0%
	non-manager	Count	9	22	12	5	3	51
		% within position	17.6%	43.1%	23.5%	9.8%	5.9%	100.0%
Total		Count	13	29	23	8	4	77
		% within position	16.9%	37.7%	29.9%	10.4%	5.2%	100.0%

42.3% of the managers and 60.7% of the non-managers disagree that the link between performance and rewards is clear to all employees. 42.3% of the managers and 23.5% of the non-managers was neutral 15.3% of the managers and 15.7% of the non-managers agree.

If this essential link is missing then the organization will have a problem in rewarding high performers. There should be a reward policy specifying the expected standards of performance. Certain organizations even use what is known as performance related pay in order to ensure that this link between performance and rewards is clear to every one. This is impossible without performance standards in place. The responses to this statement indicate that the Department of Customs and Excise is missing this essential link between performance and reward. This could result in a de-motivated work force, because even those who put more effort would see no rewards equally compensating the extra effort.

**Table 4.2.25 The use of additional incentives to reward good performers (Question25)**

			Additional incentives such as bonuses, additional leave, awards/ trophies are given to high performers					Total
			strongly disagree	disagree	neutral	agree	strongly agree	
position	manager	Count	2	2	3	9	10	26
		% within position	7.7%	7.7%	11.5%	34.6%	38.5%	100.0%
	non-manager	Count	2	9	4	19	17	51
		% within position	3.9%	17.6%	7.8%	37.3%	33.3%	100.0%
Total		Count	4	11	7	28	27	77
		% within position	5.2%	14.3%	9.1%	36.4%	35.1%	100.0%

15.4% of the managers and 21.5% of the non-managers disagree that additional incentives such as bonuses, additional leave; awards/trophies should be given to high performers. 11.5% of the managers and 7.8% of the non-managers was neutral. 73.1% of the managers and 70.6% of the non-managers agree.

Those who disagree could be those who naturally do not see the need to exert more effort unless they are forced to. They would prefer to hide behind those who work hard and at the end reap the rewards, for them group incentives would be most favourable. Those who agree to the use of additional incentives could fall in the category of employees that like work and therefore they will naturally put more effort without being forced to. To them additional incentives will be seen as a reward for the extra effort not as something meant to force them to work. Individual incentives suites this group well.

The area for rewards for good performance needs attention in the Department of Customs and Excise.

#### 4.2.6 PERFORMANCE FEEDBACK AND COACHING

Feedback may be defined as "information about past behavior, delivered in the present, which may influence future behavior." Observing work performance and providing feedback about it should be a routine part of the performance management process. Feedback should be based on observed and/or verifiable work-related behaviors, actions, statements, and results. Effective feedback helps the employee sustain good performance, to develop new skills and to improve performance when necessary.

**Table 4.2.26 Performance review discussions and the manner in which they are conducted (Question 26)**

			Performance review discussions are taken seriously by managers and sufficient time is spent on them					Total
			strongly disagree	disagree	neutral	agree	strongly agree	
position	manager	Count	5	3	16	2	0	26
		% within position	19.2%	11.5%	61.5%	7.7%	.0%	100.0%
	non-manager	Count	6	15	24	5	1	51
		% within position	11.8%	29.4%	47.1%	9.8%	2.0%	100.0%
Total		Count	11	18	40	7	1	77
		% within position	14.3%	23.4%	51.9%	9.1%	1.3%	100.0%

30.7% of the managers and 41.2% of the non-managers disagree that managers take the performance review discussions seriously and sufficient time is spent on them. 61.5% of the managers and 47% of the non-managers were neutral. Only 7.7% of the managers and 11.8% of the non-managers agree.

There is a problem here one would expect a high percentage of the managers agreeing with the statement instead of 61% of the managers being neutral which is non-committal. The success of these discussions relies heavily on how managers prepare, plan and conduct them. The fact that there are 30.7% of the managers disagreeing with this statement and only 7.7% of them agreeing with it is a clear indication that there is serious problem from the management side with the nature and manner of conducting the performance review discussions.

**Table 4.2.27 Performance feedback process****(Question27)**

			During the performance feedback process, employees are made aware of the areas they can still improve on					Total
			strongly disagree	disagree	neutral	agree	strongly agree	
position	manager	Count	6	3	8	8	1	26
		% within position	23.1%	11.5%	30.8%	30.8%	3.8%	100.0%
	non-manager	Count	10	12	14	13	2	51
		% within position	19.6%	23.5%	27.5%	25.5%	3.9%	100.0%
Total	Count	16	15	22	21	3	77	
	% within position	20.8%	19.5%	28.6%	27.3%	3.9%	100.0%	

34.6% of the managers and 43.1% of the non-managers disagree that during the performance feedback process, employees are made aware of the areas they can still improve on. 30.8% of the managers and 27.5% of the non-managers was neutral. 34.6% managers and 29.4% of the non-managers agree.

The percentages of those disagreeing and agreeing with the statement are almost within the same range, which gives a rather vague impression on what actually takes place in this organization during the feedback process. One is inclined to conclude that the feedback process is not properly done. If it was, there should have been a high percentage from both groups agreeing with the statement at least above 50%, since this statement states the essence of the feedback process.

The major problem could be giving and receiving feedback. Managers are uncomfortable with giving negative feedback on their employees work performance, while subordinates are not well prepared for receiving negative feedback. They turn not to view criticism as being a corrective measure, but as an assassination of one's character.

**Table 4.2.28 Performance feedback sessions****(Question 28)**

			During the performance feedback process employees are given recognition for the areas where their performance is exceptionally good					Total
			strongly disagree	disagree	neutral	agree	strongly agree	
position	manager	Count	4	3	11	8	0	26
		% within position	15.4%	11.5%	42.3%	30.8%	.0%	100.0%
	non-manager	Count	11	13	16	9	2	51
		% within position	21.6%	25.5%	31.4%	17.6%	3.9%	100.0%
Total	Count	15	16	27	17	2	77	
	% within position	19.5%	20.8%	35.1%	22.1%	2.6%	100.0%	

26.9% of the managers and 47.1% of the non-managers disagree that during the performance feedback process employees are given recognition for the areas where their performance is exceptionally good. 42.3% of the managers and 31.4% of the non-managers was neutral. 30.8% of the managers and 21.5% of the non-managers agree.

Both management and non-management groups seem not to be sure of what takes place during the performance feedback meetings. This is reflected by the percentages from both groups of those that are neutral. This means these meetings are not performing the purpose for which they are meant for.

**Table 4.2.29 Confidentiality of the performance appraisal results (Question 29)**

			The results of appraisals are kept confidential					Total
			strongly disagree	disagree	neutral	agree	strongly agree	
position	manager	Count	9	6	3	5	3	28
		% within position	34.6%	23.1%	11.5%	19.2%	11.5%	100.0%
	non-manager	Count	9	9	5	18	10	51
		% within position	17.6%	17.6%	9.8%	35.3%	19.6%	100.0%
Total	Count	18	15	8	23	13	77	
	% within position	23.4%	19.5%	10.4%	29.9%	16.9%	100.0%	

57.7% of the managers and 35.2% of the non-managers disagree that the results of appraisals should be kept confidential. 11.5% of the managers and 9.8% of the non-managers was neutral. 30.7% of the managers and 54.9% of the non-managers agree.

The appraisal results should be confidential; they are not supposed to be for everyone to see besides the appraised person and the supervisor doing the assessment. Performance appraisal outline one's strong and weak points at one's work and it would not be a great idea for any other person to have knowledge of what is written in a colleague's appraisal. The appraised together with the supervisor will then agree to work jointly for the improvement of the work performance.

### 4.3 SECTION C OPEN-ENDED

**Table 4.3.1 Mission statement of the department (Question 1)**

			What is the mission statement of the organization?			Total
			dont know	negative	positive	
position	manager	Count	11	6	9	26
		% within position	42.3%	23.1%	34.6%	100.0%
	non-manager	Count	39	7	5	51
		% within position	76.5%	13.7%	9.8%	100.0%
Total	Count	50	13	14	77	
	% within position	64.9%	16.9%	18.2%	100.0%	

42.3% of the managers responded that they don't know what the mission statement of the organisation is, while 76.5% of the non-managers gave a similar response. 23.1% of the managers gave a negative response that is the answers they had were no where near what a mission statement would look like. Some were either giving the same response for a mission statement as well as the objectives of the department. Some were specific and stated that the department did not have a mission statement. 34.6% of the managers and 9.8 % of the non-managers who gave a positive response to this question suggested some sentences on how a mission statement would read like.

“As revenue collecting agency for government our mission is the broadening of the tax base enhancing revenue collection capacity working in accordance to rules and regulations set by the organization and are acceptable to the general public and the review of tax policy for effective and efficient collection of revenue”.

“To ensure those duties and the relevant taxes due to the state are collected enforcing the customs and excise and sales tax acts.

**Table 4.3.2 The objectives of the organisation (Question 2)**

			what are the objectives of the organization?			Total
			dont know	negative	positive	
position	manager	Count	2	1	23	26
		% within position	7.7%	3.8%	88.5%	100.0%
	non-manager	Count	12	3	36	51
		% within position	23.5%	5.9%	70.6%	100.0%
Total	Count	14	4	59	77	
	% within position	18.2%	5.2%	76.6%	100.0%	

This question required respondents to state the objectives of the organization. 7.7% of the managers and 23.5% of the non-managers state that they do not know what the objectives

were. While 3.8% of the managers and 5.9% of the non-managers reflected signs of confusion because for them the mission statement and objectives are one and the same thing. This resulted in them giving the same or similar response for the two questions (1&2). Apparently this group responded agree or strongly agree to the statement in section B which: stated that the organization has a mission statement and understood by all employees. This goes to reflect the amount of confusion that exists in this organisation with regard to these concepts.

88.5% of the managers and 70.6% of the non-managers were clear on what a mission statement is and what objectives are such that they were able to state clearly some of the objectives of the organisation. Even though some of these did not state the mission statement or stated that it does not exist currently in this organisation, but stated the objectives correctly. There is need therefore to have a clear distinction between the two, that is objectives of the department and the mission statement and hence spell out the relationship that exists between them. This will enable employees to function with a clear sense of direction.

**Table 4.3.3 The manner of communicating the objectives to the employees (Question 3)**

			How are these objectives communicated to staff?			Total
			not communi cated	memos	training+staff meetings	
position	manager	Count	7	5	14	26
		% within position	26.9%	19.2%	53.8%	100.0%
	non-manager	Count	18	8	25	51
		% within position	35.3%	15.7%	49.0%	100.0%
Total	Count	25	13	39	77	
	% within position	32.5%	16.9%	50.6%	100.0%	

26.9% of the managers and 35.3% of the non-managers stated the department's objectives are never formally communicated, but one gets to know about them from colleagues in general discussions of work related issues. 19.2% of the managers and 15.7% of the non-managers stated that it is through memorandums sometimes verbally by those in charge. 53.8% of the managers and 49% of the non-managers stated that these objectives are communicated through training (that is the departmental in house courses) and staff meetings. This is not the right mode for communicating the department's objectives.

**Table 4.3.4 The existence of strategic plans in the department****(Question 4)**

			What strategic plans does the Organization have in place for the year (say for the next five years)			Total
			dont know	none	stating plans	
position	manager	Count	8	9	9	26
		% within position	30.8%	34.6%	34.6%	100.0%
	non-manager	Count	30	11	10	51
		% within position	58.8%	21.6%	19.6%	100.0%
Total	Count	38	20	19	77	
	% within position	49.4%	26.0%	24.7%	100.0%	

30.8% of the managers and 58.8% of the non-managers stated that they do not know the strategic plans of the department. 34.6% of the managers stated that there are no strategic plans in place. 34.6% of the managers and 19.6% of the non-managers stated the plans of the organisations which are more of the plans for the whole ministry of finance than of the Department of Customs and Excise.

It is a major pitfall for an organisation not to have plans in place because how do you expect people to work toward the achievement of goals and objectives of the organisation without a road map of where you want to go and how you want to get there, which is the plan in this case. This would result in employees having no plan of action on how to tackle and accomplish their different tasks in order to achieve the overall goals of the organization. The department needs to formulate its own plans based on those of the ministry of finance.

**Table 4.3.5 The existence of a performance management system in the department (Question 5)**

			Is there performance management system in place in this organization			Total
			yes	no	don't know	
position	manager	Count	8	18	0	26
		% within position	30.8%	69.2%	.0%	100.0%
	non-manager	Count	14	36	1	51
		% within position	27.5%	70.6%	2.0%	100.0%
Total	Count	22	54	1	77	
	% within position	28.6%	70.1%	1.3%	100.0%	

30% of the manager and 27.5% of the non-managers thought these two mean one and the same that is why their response was 'Yes'. None responded they 'Don't know' from the managers group, while there was only 2% from the non-managers. 69.2% responded by 'No' this could



be said to mean at least a lot of the people in management realise that the organization has no performance management system in place.

**Table 4.3.6 Explanation on the how the performance appraisal system works (Question 6 a)**

			Are employees in the organization able to explain how the performance appraisal system works?			Total
			yes	no	dont know	
position	manager	Count	5	10	11	26
		% within position	19.2%	38.5%	42.3%	100.0%
	non-manager	Count	5	27	18	50
		% within position	10.0%	54.0%	36.0%	100.0%
Total	Count	10	37	29	76	
	% within position	13.2%	48.7%	38.2%	100.0%	

19.2% of the managers and 10% of the non-managers responded 'yes' to the question are employees in the organization able to explain how the performance appraisal system works. This is a very low percentage on both considering the fact that this is currently the only form of performance management that exists in the organization. One expects that almost all the employees would be able to explain how the system works.

38.5% of the managers and 54% of the non-managers responded by a 'no' meaning the respondents were definite employees cannot explain how the system works. 42.3% of the managers and 36% of the non-managers were not sure whether employees can explain how the system works or not hence their response was 'do not know'.

**Table 4.3.7 Key processes of performance Management (Question 6 b)**

			Are employees able to explain the key processes involved in the performance management system?			Total
			yes	no	dont know	
position	manager	Count	5	8	13	26
		% within position	19.2%	30.8%	50.0%	100.0%
	non-manager	Count	2	23	26	51
		% within position	3.9%	45.1%	51.0%	100.0%
Total	Count	7	31	39	77	
	% within position	9.1%	40.3%	50.6%	100.0%	

19.2% of the managers and 3.9% of the non-managers responded 'yes' to the question are employees able to explain the key process involved in the performance appraisal system. The percentage of the managers' respondents is far higher than that of the non-managers. This could be that the managers are assuming that since the employees are made to fill in these appraisal forms then it means they understand the key processes involved. Looking at the percentage of non-managers one can deduce that the employees can not explain these processes. This is further emphasized by the 45.1% of the non-managers who responded by a 'no' to this question. 30.8% of the managers responded 'no' to this question. 50% of the managers and 51% of the non-managers responded 'do not know' to this question. There is a problem here both managers and non-managers should be able to explain the key processes involved in the appraisal system.

**Table 4.3.8      Benefits of performance appraisal                      (Question 6 c)**

			Are employees able to explain the benefits they derive from the use of the performance appraisal system?			Total
			yes	no	dont know	
position	manager	Count	6	8	12	26
		% within position	23.1%	30.8%	46.2%	100.0%
	non-manager	Count	4	14	33	51
		% within position	7.8%	27.5%	64.7%	100.0%
Total		Count	10	22	45	77
		% within position	13.0%	28.6%	58.4%	100.0%

23.1% of the managers and 7.8% of the non-managers responded yes to the question are employees able to explain the benefits they derive from the use of the performance appraisal system. 30.8% of the managers and 27.5% of the non-managers responded 'no'. 46.2% of the managers and 64.7% of the non-managers responded 'do not know'.

The percentage on both groups of those responding 'yes' to the question should have been high because the assumption is, this process should not be done as a routine but there should be benefits both managers and non-managers are deriving from the effective use of the system.

**Table 4.3.9 Planning for performance (Question 7 a)**

			how is planning for performance improvement manifested in your organization?			Total
			dont know	none	stating method	
position	manager	Count	11	8	7	26
		% within position	42.3%	30.8%	26.9%	100.0%
	non-manager	Count	26	10	15	51
		% within position	51.0%	19.6%	29.4%	100.0%
Total		Count	37	18	22	77
		% within position	48.1%	23.4%	28.6%	100.0%

42.3% of the managers and 51% of the non-managers responded 'do not know' to the question how is the planning for performance improvement manifested in your organization. 30.8% of the managers and 19.6% of the non-managers responded 'none', meaning there is no method which they can pinpoint as one used to manifest planning for performance in their organization. 26.9% of the managers and 29.4% of the non-managers stated some of the methods which they think are used to plan for performance.

**Table 4.3.10 Monitoring performance (Question 7 b)**

			how is monitoring performance manifested?			Total
			dont know	none	stating method	
position	manager	Count	10	6	10	26
		% within position	38.5%	23.1%	38.5%	100.0%
	non-manager	Count	28	11	12	51
		% within position	54.9%	21.6%	23.5%	100.0%
Total	Count	38	17	22	77	
	% within position	49.4%	22.1%	28.6%	100.0%	

38.5% of the managers and 54.9% of the non-managers responded 'do not know' to the question how is monitoring performance manifested in the organization. 23.1% of the non-managers and 21.6% responded 'none'. 38.5% of the managers and 23.5% of the non-managers stated some methods of monitoring.

**Table 4.3.11 Manifestation of performance review in the department**  
(Question 7 c)

(Question

			How is reviewing performance manifested in your organization?			Total
			dont know	none	stating method	
position	manager	Count	13	6	7	26
		% within position	50.0%	23.1%	26.9%	100.0%
	non-manager	Count	33	11	7	51
		% within position	64.7%	21.6%	13.7%	100.0%
Total	Count	46	17	14	77	
	% within position	59.7%	22.1%	18.2%	100.0%	

50% of the managers and 64.7% of the non-managers responded 'do not know' to the question how is reviewing performance manifested in your organization. 23.1% of the managers and 21.6% responded 'none'. 26.9% of the managers and 13.7% of the non-managers stated performance appraisals as the only method used to review performance.

**Table 4.3.12 Manifestation of performance recognition in the department**  
(Question 7 d)

			How is recognising/ performance manifested in your organization?			Total
			dont know	none	state method	
position	manager	Count	11	7	8	26
		% within position	42.3%	26.9%	30.8%	100.0%
	non-manager	Count	27	18	6	51
		% within position	52.9%	35.3%	11.8%	100.0%
Total	Count	38	25	14	77	
	% within position	49.4%	32.5%	18.2%	100.0%	

42.3% of the managers and 52.9% of the non-managers responded 'do not know' to the question how is recognising performance manifested in your organization. 26.9% of the managers and 35.3% of the non-managers responded 'none'. 30.8% of the managers and 11.8% of the non-managers stated the method of recognising performance.

**Table 4.3.13 Level of understanding of service quality****(Question 8)**

			What is your understanding of quality service delivery?			Total
			dont know	state meaning	3	
position	manager	Count	3	22	1	26
		% within position	11.5%	84.6%	3.8%	100.0%
	non-manager	Count	23	28	0	51
		% within position	45.1%	54.9%	.0%	100.0%
Total	Count	26	50	1	77	
	% within position	33.8%	64.9%	1.3%	100.0%	

11.5% of the managers and 45.1% of the non-managers responded 'do not know' to the question what is your understanding of service quality delivery. 84.6% of the managers and 54.9% of the non-managers stated the correct meaning. Only 3.8% of the non-managers gave no response.

Generally both groups reflected a good knowledge of what quality service delivery is. The question one would ask is how this is manifested in the service delivered to the members of the public by this department. If it is not how is the organisation planning to improve in this regard. The reality of the matter is that the Department of Customs and Excise is not doing well in terms of quality service delivery. The department should improve the performance of its employees first, which will lead to improvement of the performance of the teams and then the department as a whole.

Some of the statements which came from the respondents' to reflect their understanding of what good service delivery entails and what could improve their work performance are:

- The effective and efficient execution of ones duties to the satisfaction of the customers in accordance with set standards, rules and regulations.
- Good morals within individual employees.
- Accountability, transparency, devotion, accuracy and commitment
- Delivery of service in a professional manner at all times
- Achieving expected goals
- Meet and satisfy customers' needs and expectations
- Involves understanding your organization's mission, goals, and objectives and working effectively and efficiently towards achieving them.

#### 4.3.14 Description of the performance appraisal in the department

(Question 9)

			How would you describe the performance appraisal system in your organization?			Total
			dont know	bad	good	
position	manager	Count	7	10	9	26
		% within position	26.9%	38.5%	34.6%	100.0%
	non-manager	Count	22	21	8	51
		% within position	43.1%	41.2%	15.7%	100.0%
Total		Count	29	31	17	77
		% within position	37.7%	40.3%	22.1%	100.0%

26.9% of the managers and 43.1% of the non-managers failed to describe the performance appraisal system in their organization. Their response was 'do not know'. The main reason was they don't understand how the system operates hence they find it difficult even to describe it. 38.5% of the managers and 41.2% of the non-managers described the system as bad. 34.6% of the managers and 15.7% of the non-managers described it as being good.

Some comments made by the 40.3% of both groups who described the system as bad were as follows:

- They are not sure how the performance appraisal forms are used after they have been filled and sent to the head office.
- The use of the forms is open to abuse by malicious supervisors.
- Old fashioned, outdated and a complete waste of time.
- Not fair only done on promotion times
- Not clear on the purpose
- No consultation
- The operations of the system are kept a secret from the non-managers as a result it is only known and even understood by the managers.
- Could be useful and helpful if done honestly and openly.
- Clouded by total confusion

This reflects an overall dissatisfaction from most respondents especially those on non-managers group with the appraisal system and the way it functions. The respondents describe it as a bad system so therefore there is nothing good they expect to come from this system. The best thing to do under this situation will be for managers to educate their subordinates on how the system works and the benefits it holds for both the organization and its employees. This is

one reason one recommends the introduction of an integrative performance management system.

**Table 4.3.15 Rewarding good performance**

**(Question 10)**

			How is good performance rewarded?		Total
			never rewarded	promotions	
position	manager	Count	11	15	26
		% within position	42.3%	57.7%	100.0%
	non-manager	Count	34	17	51
		% within position	66.7%	33.3%	100.0%
Total		Count	45	32	77
		% within position	58.4%	41.6%	100.0%

42.3% of the managers and 66.7% of the non-managers responded that good performance is never rewarded in their organization. 57.7% of the managers and 33.3% of the non-managers stated that good performance is rewarded by promotions.

The managers and the non-managers are on opposing viewpoints with regard to how good performance is rewarded in this organization. 66.6% of the non-managers state that it is never rewarded while 57.7% of the managers state that it is rewarded by promotions. The reason behind this is the absence of a link between performance and rewards, which came out in question 24 of section B. Where 42.3% of the managers and 60.7% of the non-managers disagree that the link between performance and rewards is clear to all employees. This reflects that there is a need for this link to be clearly established. This will help to motivate the employees to put more effort in executing their different tasks knowing it will be rewarded in some way. This goes back to the issue of feedback which was outlined in detail on pages 35 through to 38 of this report. The department's employees can copy from the guidelines given by these authors to try and clarify the link between performance and rewards.

**Table 4.3.16 Changes to the current performance appraisal system (Question 11)**

			What would you like to change in the current performance management system in your organization?			Total
			nothing	state changes	don't know	
position	manager	Count	9	10	7	26
		% within position	34.6%	38.5%	26.9%	100.0%
	non-manager	Count	29	10	12	51
		% within position	56.9%	19.6%	23.5%	100.0%
Total	Count	38	20	19	77	
	% within position	49.4%	26.0%	24.7%	100.0%	

34.6% of the managers and 56.9% of the non-managers felt there is nothing they can change in the current performance appraisal system. 26.9% of the managers and 23.5% of the non-managers stated that they 'do not know'. 38.5% of the managers and 19.6% of the non-managers stated some of the changes they would like to see taking place to the current performance appraisal system.

The following are some of the changes outlined by the respondents in compressed form:

- Make employees aware of performance standards
- Introduce a new system of performance management
- The communication regime of the organization needs a review in order to be effective.
- Clarify the purpose of the performance appraisal system and change the organization culture
- Clarify the link between performance appraisals and the performance
- Communicate feedback constructively
- Make the essence of appraisal to be understood by both managers and staff
- Train the appraisers
- Appraisals should be done regularly not only when promotions are due.

The theme of feedback comes in again reflecting the amount of work that needs to be done in order to get proper performance management on track. Feedback on performance is not properly done even though there is performance appraisal in place in this department. The department's employees can adopt from some of the guidelines of giving and receiving feedback as outlined by Gomez-Mejia et al (2001) found in the section on receiving and giving feedback of this report. There is a need to set clear performance standards for all employees in the department based on the objectives of the department.



**Table 4.3.17 Things an individual employee should do to ensure achievement of organisational objectives**

			What are some of the things an individual employee should do in order to ensure that an organization achieve its objectives?			Total
			nothing	dont know	state changes	
position	manager	Count	0	4	22	26
		% within position	.0%	15.4%	84.6%	100.0%
	non-manager	Count	3	11	37	51
		% within position	5.9%	21.6%	72.5%	100.0%
Total	Count	3	15	59	77	
	% within position	3.9%	19.5%	76.6%	100.0%	

84.6% of the managers and 72.5% of the non-managers stated some the things an individual employee should do in order to ensure that an organization achieve its objectives. 15.4% of the managers and 21.6% of the non-managers stated that they 'do not know'. Only 5.9% of the non-managers had nothing as their response to this question.

Both groups are in agreement as to the changes that are supposed to take place in this aspect.

Some of the changes that came out were:

- Attitude towards work of both managers and their subordinates
- Link individual objectives to departmental objectives.
- Relate well with supervisor and colleagues.

**Table 4.3.18 Common performance areas that need improvement (Question 13)**

			What are some of the common performance areas that need improvement for most employees?		Total
			dont know	state areas	
position	manager	Count	8	18	26
		% within position	30.8%	69.2%	100.0%
	non-manager	Count	13	38	51
		% within position	25.5%	74.5%	100.0%
Total		Count	21	56	77
		% within position	27.3%	72.7%	100.0%

69.2% of the managers and 74.5% of the non-managers stated some of the common performance areas that need improvement for most employees. 30.8% of the managers and 25.5% of the non-managers had do not know as their response to this question.

The following were outlined by respondents as some performance areas that need improvement for most employees:

- Supervision
- Development of trust between managers and their subordinates
- Establish proper channels for effective communication and employees need to make good use of them.
- Proper work schedules understood by all staff members.
- Academic skills
- Honesty, commitment and dedication in ones work.
- The monitoring of work results and giving and receiving feedback.
- Interpersonal skills
- Understand the need for quality service delivery.
- Training on different aspects of the job
- Developing a positive attitude towards work in general

#### **General comments on the performance management system from respondents**

Respondents raised the following as general problems that exist in the current performance management system.

- Fit and function- certain individuals are misplaced, that is there is a mismatch between their jobs and the skills they possess. This often results in management finding it difficult to perform proper assessment of such people's performance. The concern is these people are either over qualified for their jobs or under qualified. This calls for proper human resource planning and utilisation.
- Good performance appraisal does not result in good rewards.
- Merit does not play a major role in promotions in the current setup that is why misbehaving employees are promoted
- There is need to clarify the purpose of performance appraisals.
- Personal differences are allowed in most instances to interfere with performance appraisals
- Establish a strong training unit to train new entrants and create career advancement programs for them.
- Have a system in place to identify individual skills so that employees can be placed where they will perform better i.e. skills deployment
- Management should comply with requirements of completing appraisals.

- No effective feedback communication
- Appraisals are not diarised and are never revisited
- Some stations have a confused chain of command which hinders effective job performance.
- Work performance should be measured according to set standards of performance and behaviour, which negatively affects work performance, should be criticised not the person. For instance if a person always comes to work drunk-this would affect his accuracy in calculations, his attitude towards customers and co-workers- hence the work suffers.
- It is not clear how good performance is rewarded.

The introduction of the integrated performance management system will take care of the problems that pertain to performance planning, managing performance, reviewing performance and rewarding performance. The problems that pertain to communication can be catered for by making use of the ways of effective communication, involving feedback, active listening, using the right medium of communication and making the organization's requirements known to all employees. The changing of the whole work culture and the introduction of a culture that will be conducive for effective performance and quality service delivery will result in improvement of the performance of the Department of Customs and Excise.

## **4.4 DISCUSSION OF THE FINDINGS**

### **4.4.1 Performance Planning**

Since performance management is the road map or the foundation upon which the other processes build, it is imperative for an organization to get this right. The questions under this element required the respondents to indicate whether the organization has a mission statement in place which is understood by all employees. There was a question on the existence of objectives, employees' expectations being linked to organizational plans, about the results to be achieved and performance standards expected.

71.4% of the respondents are disagreeing that their organization carries out all these aspects of planning in the proper manner. 10.4% of the respondents were neutral. While only 18.2% agree that there is planning for performance taking place in their organization. The general trend reflected by responses to the individual questions in this section are more on disagreeing or on

neutral as reflected in **appendix 2** with the statements meaning performance planning in this department requires revisiting.

Comments made with regard to planning performance in the department were the management makes all decisions but fails to communicate them to staff members who are the people to implement such decisions. Lack of training of all staff members with regard to what this entails was also mentioned as a factor that contributes to lack of planning performance in the department. Staff meetings were mentioned as a platform station managers could use to disseminate any information with regard to such plans for each station.

#### **4.4.2 Purpose of Performance Appraisal**

Performance appraisal is a management tool used to determine the strengths and weaknesses of an individual's work performance measured against set standards of an organization. It is important for an organization to set the performance standards. This takes place at the planning stage.

The questions in this section had to do with certain aspects of performance appraisal such as setting objectives, the manner in which performance appraisal is done, whether incentives decisions are based on appraisal results and the contribution it makes to effective communication between the employee and the supervisor. 77.9% of the respondents employee agree that the purpose of appraisal is understood and they are in agreement with what the literature search has uncovered on the purpose of performance appraisals. 13% of the respondents disagree this could be a result of the fact that some respondents in this section indicated that the system is not clear to some employees on how it operates. Some even stated that it is not for their department but for the whole civil service. 9.1% of the respondents were neutral.

#### **4.4.3 Managing Performance**

This entails checking work performance regularly to ensure that work done is up to standard. This has to occur on a daily basis if an organization aims for high quality service. This would ensure that any deviations from the expected performance are corrected there and then not to wait for appraisal time. 57.2% of the respondents disagree that this is happening in their organization. 37.6% of the respondents agree and 5.2 % were neutral that this occurs in their organization.

The following forms of monitoring performance were mentioned: auditing but audit team, Monthly returns submitted to head office by each station, day-to-day supervision by station managers, and team leaders. The general concern was that these are not adequately meeting the needs of the department in as far as effective monitoring of performance is concerned.

#### **4.4.4 Reviewing Performance**

This is measuring actual achievement of performance standards against the expected for that particular period. During this time the reasons for successes and failures are going to be outlined so as to try and curb those that lead to failures and encourage the ones that support success. Based on what has occurred in the period under review managers and their subordinates will set new performance standards for the coming period.

Looking at the data reveals that 50.7% of the respondents agree that the performance review process is ideally supposed to fulfil this function. 44.1% of the respondents disagree and 5.2 % of the respondents were neutral. The statements in this section were on a general performance review process. This is the reason why the results reflect a high percentage on respondents who are agreeing with the statements. The reality in this organization is that the respondents complained that performance reviews were not properly conducted in their organization. This is evident by the results to the responses to the individual questions as reflected in **appendix 2**.

Performance appraisals which are supposed to be the main tool used for this purpose are not regularly done that is every year but are only done when promotions are due which makes them to lose their main objective (reviewing performance).

Employees should get to know about their strong and weak points so as to improve on the weak ones and maintain the strong ones. While managers are supposed to use this process to identify training needs, plans for career development, and needs for coaching among other things.

#### **4.4.5 Recognition and Rewarding Performance**

Recognising and rewarding employees is a critical element in performance management and it therefore requires an entire strategy to ensure that its implementation is done in a proper manner.

The general feeling expressed by the respondents in this is that good performance is not equitably rewarded. The concern was the good performers seem to be overshadowed or overtaken by the poor performers. This in most instances has resulted in de-motivation; people no longer see the need for exerting extra effort where even the poor performers would receive the same reward as the high performers.

The responses to the questions in this section reflect that the appraisal process in this organisation is only used as routine process not to serve the purpose which it is supposed to serve. This needs complete turnaround of the way things are done for the organization to be effective.

Promotions were cited as the only incentive of recognising or rewarding performance even though 63.6% of the respondents disagree that good performance is well rewarded in the department. They felt that even people who do not deserve to be rewarded in this way are being promoted. This leads to de-motivation among the staff members. 36.4% of the respondents agree that good performance is rewarded in their organization. The respondents who disagree stated that in their organization good performance is not even recognised by a word of appreciation instead a chain of negative criticism is all employees receive from their superiors. This has a bearing on the manner of giving and receiving feedback and interpersonal relationships.

There is need for putting in place a system of performance management that would bring out clearly the link that exist between performance and rewards. There is need to introduce other forms (such as awards, certificates, trophies, gifts and public recognition of one's achievements) of recognising and rewarding performance.

#### **4.4.6 Performance Feedback and Coaching**

There were 49.3% of the respondents who believed that the shortfalls and highlights in performance were not detected and promptly discussed and acted upon. Employees therefore feel that the performance process does not provide meaningful, timely feedback. While 15.6% of the respondents were neutral and 35.1% were agreeing that feedback and coaching is not taking place in the organization.

The non-managers respondents felt that managers did not provide their staff with prompt, specific and evidenced performance feedback. Hence staff feel judged and condemned instead of appreciated. This also destroys trust that should be cultivated between managers and their subordinates.

According to Redman and Wilkson (2001), at the level of the individual manager there are benefits that accrue through adopting a coaching approach to management, such as improved personal relations and by delegating more to the subordinates freeing more time to spend on critical activities. The individual being coached gets opportunities, to build confidence, to develop problem-solving skills, to ensure a better understanding of what is expected and to learn to cope with change.

#### **4.4.7 Communication**

Poor communication came as a major concern from the respondents' responses to this question. According to Lockett (1992:139), sharing and communicating the goals and vision of the organization is one of the most important role which the management team need to fulfil and they need to be working on that constantly as one of their main priorities. It is not always the quality of the goals of the organization that creates the competitive edge, it is often the way they are shared and communicated.

The organization uses performance appraisal as a tool for performance management but a high percentage of the employees do not understand how it works. Plans are not communicated to all employees who are the people at the grass root level and expected to implement the plans.

Train people to be mentors so that they communicate these to all staff and ensure the information is emanated equitably.

The department should update the departmental instructions to use as a forum for communicating the organization's objectives.



## **CHAPTER 5 CONCLUSION AND RECOMMENDATIONS**

### **5.0 INTRODUCTION**

This final chapter outlines conclusions and recommendations arising from the research project.

At this juncture one would recommend that in order to reap the full benefit that a performance appraisal system can offer it is imperative for top-management to realize that it has to be used as a part of a holistic approach. The department needs to take a firm stand on insisting that managers take full responsibility for making the system work by including heavily weighted objectives in each of their performance management aspects, covering the successful formulation and implementation of the performance management system.

### **5.1 SOME OF THE PERCEPTIONS MANAGERS HAVE ABOUT PERFORMANCE MANAGEMENT**

Managers complain about the time and effort required to write performance objectives, complete appraisal forms, document performance problems and hold formal feedback sessions. In most instances the managers receive no formal training to carry out these tasks. Some questions commonly asked are: why shouldn't they complain? After all, do managers get promoted because they complete subordinates appraisal forms on time? Is it really part of their responsibility to complete appraisal forms? They realize they get promoted because they manage subordinates' performance effectively and achieved desired results detected by the stakeholders in the organization.

In the Department of Customs and Excise the completed appraisal forms from the different work stations are sent to the head office where they are filled and referred to when the need arise. These forms are signed and dispatched from each station after the supervisors and their subordinates have had discussions of one's performance. This is the time which is supposed to be used for setting new performance targets for the next period, and for the managers to let their subordinates know of their strengths and weaknesses. Employees who have performed up to the expected standard are to be encouraged to do even better next time. If the process of performance appraisal is properly done it can enhance employee performance.



Few managers disagree with this basic notion that their job is to manage the performance of their subordinates. Most managers admit that they hold performance expectations for their subordinates, monitor performance, and let subordinates know when they have erred, form overall evaluations of each subordinate and recommend that various actions be taken as a result of their evaluations. In other words this means managers with varying degrees of skills; perform key performance appraisal tasks and activities routinely as they carry out their responsibilities.

The question one would ask is do all managers understand their responsibilities fully. It is the view that performance appraisal lies outside of a manager's responsibilities that renders it less than useful to managers. There is need for the managers in the Department of Customs and Excise to be taught about what their responsibilities are and what they should expect from their subordinates. This will equip them with skills to better manage their own performance and that of their subordinates.

Managers cited performance appraisal as the task they dislike the most. This is understandable given that the process of performance appraisal, as currently practiced, is fundamentally flawed. It is incongruent with the value-based, vision-driven, mission-oriented, participative work environments favoured by forward thinking organizations today. It smacks of an old fashioned, paternalistic, top down, autocratic mode of management which treats employees as possessions of the company. That is why there is need in the Department of Customs and Excise to change the work culture.

## **5.2 THE MAJOR PROBLEMS THAT WERE IDENTIFIED DURING DATA COLLECTION AND ANALYSIS**

- Existence of a rather negative working culture ( more like low moral and lack of motivation to perform well)
- Changes in corporate strategy did not result in corresponding behaviour changes in the employees of the department and insufficient line management support for performance management.
- Lack of follow-up to performance reviews
- Over-emphasise on the appraisal aspect at the expense of development.
- Inadequate performance information and maintaining objectivity.
- General work relations among employees and their supervisors

Looking at the performance management system currently in use in the Department of Customs and Excise one can observe that it is infested with problems Schneier (1996) et al outlined in their article as reflected in Table 2.2. These are the measurement problem, the judgement problem, the policy problem, the organisational problem. One would recommend the use of the possible cues outlined in the same table to save the department.

### **5.3 FACTORS THAT CAN CONTRIBUTE TO BETTER OR DESIRED PERFORMANCE IN THE DEPARTMENT OF CUSTOMS AND EXCISE**

There were a number of factors that were given by most respondents, which are considered as the main contributors to effective performance if they are well adapted to suite the situation prevailing in the department.

- There is a big gap between management and employees in terms of interpersonal relationships
- There is no employee involvement in goal setting
- No sense of belonging and commitment
- Organisation structure not clear and how it works
- No proper channels of communication
- Lack of time management by both managers and non-managers
- No transparency in the way a lot of things are done including promotions
- No team spirit(unity)
- Lack of motivation among the employees

The department needs to address all these factors and many others to improve the performance of its employees, work teams and then that of the whole department. There is need also to consider the critical success factors covered under the process of performance management section 2.6.1.4. These factors could be recommended to be used for the department in an effort to improve work performance of the employees.

### **5.4 RECOMMENDATIONS**

At this juncture one can make the following recommendations for the Department of Customs and Excise in order to try and manage performance of its employees properly.

#### **5.4.1 Develop a Mission Statement for the Organization**

According to Hartle (1997) a mission statement sets an organisation's purpose, guiding values and principles and the way in which it intends to achieve its objectives whilst recognising the

interests of other stakeholders. Every organisation has to have a mission statement in place that defines its purpose and answers the question 'what business are we in?' Defining an organisation's mission forces management to identify the scope of its products or services. Identifying an organisation's mission helps the organisation in ensuring that its strategy aligns well with the environment within which it operates.

Since the Department of Customs and Excise does not have a mission statement in place it is imperative for it to have one in place to help the department in performing the functions highlighted by the above definition.

#### **5.4.2 Set Performance Standards**

Employees need to know what is expected of them. They need to know how their performance is going to be measured. Furthermore, they must feel confident that if they exert an effort within their capabilities, it will result in a satisfactory performance as defined by the criteria by which they are being measured. They should also be made aware how they compliment each other for the success of the organisation as a whole. This therefore means that there must be laid down clear standards of performance and employees must know about such standards.

#### **5.4.3 Formulate a Performance Management Philosophy**

An integrated performance management process should be designed to encourage open, ongoing communication between managers and the employees about performance issues. It should be seen as a flexible process which involves managers and their staff as partners, but within a framework which sets out how they can best work together. The framework should reduce the degree to which the process is a top-down process by giving more scope for employees to manage themselves and by encouraging a freer upwardly managed approach.

##### **An example of a philosophy**

The Department of Customs and Excise aims to achieve its business objectives by developing the potential of its employees, improving their performance and compensating them through an appropriate system of recognition and reward whilst embracing customer satisfaction and quality service delivery.

This model emphasizes a focus on decision-making and accountability at the level where the work is done, development of a service culture that rewards team performance and integration

of operations. Critical to the success of this new model is the adoption of a customer service orientation, a flexible attitude in the face of constant change and streamlined business processes supported by networked administrative systems.

The realities of the contemporary work place will continue to challenge existing paradigms and should be considered in managing the performance of employees in a dynamic working environment.

#### **5.4.4 Link Performance and Rewards**

Reward is an important part of the 'feedback loop' in performance management. However, it is not necessarily only concerned with money. A reward only has a positive effect on the individual if it is: valued by them and appropriate to the effort put in and the achievement. Since different things might motivate each individual differently, an effective performance reward process should be sufficiently flexible to cater for individual needs. Consequently, there is a wide range of types of reward:

- Praise
- Promotion
- Pay and power
- Recognition e.g. certificates, special awards

There should be a method in place for linking performance to rewards (whether financial or non-financial). A system could be introduced to distinguish between high performers, good performers and poor performers, but ensuring that these incentives remain within the recommended legislated guidelines.

#### **5.4.5 Effective orientation, education and training need to be provided.**

Employees must be provided with appropriate job-related, position-related (training of appraisers) and departmental information to perform. Employees need to have a clear understanding of the service they provide and process use and requirements. Employees must have complete knowledge of customer needs and requirements and the importance of them going out of their way to try and adequately meet those needs.

The management group should be trained on soft skills such as motivation techniques, contemporary managerial skills and assertiveness. Both the management team and the non-management team should be afforded a chance for tertiary/ external training to enhance their performance.

It is important to explain to managers why accurate ratings and thorough feedback are important. For example, managers must be persuaded that effective performance appraisals will improve their department's performance. Moreover, managers must be convinced that by giving the best performers the highest ratings, employees who are working hard will be motivated to continue. By the same token, managers must be informed that the legal requirements dictate that poorly performing employees must be given specific feedback and correspondingly low ratings.

#### **5.4.6 Design a career progression and development program for the new entrants into the Organisation**

This entails developing programs that would enable one to start at the lowest level or at a lower level but know that one day they will end up on the top depending on how much effort they want to apply in improving themselves in all aspects of the job and academically. This will help to attract and retain the best in the labour market. This is particularly so because one would know that they can reach self-actualisation if they take up a career with Customs. This would also help in avoiding the department being used as dumping spot for 'deadwoods' the less or non-productive staff.

#### **5.4.7 Performance Review**

There is a need to link the reviews to the planning process. Performance reviews should be based on the agreed key objectives as well as the job performance standards. The review should focus on performance only; it should not be concerned with other elements, which do not genuinely link with performance, for example behaviour traits, issues of gender or race.

#### **5.4.8 On-going Coaching and Feedback needs to be provided**

Employees need on-going, consistent feedback that addresses both their strong and the weaker areas of their performance. Mechanisms should be implemented that not only focuses intensely

on helping individuals build on their strengths, but also encourages them to seek help and guidance through a structured feedback process. Managers should also strive to develop a work environment that encourages open communication between managers and their subordinates.

Performance development discussions should be held more frequently and performance reviews should change from negative, evaluative, one-sided presentations to positive planning meetings. Frequent feedback sessions will help employees to always know how well they are performing and what the next goals and challenges are.

Feedback on performance must be viewed critically, and mechanisms must be implemented in all levels to facilitate this. Training must play a significant role in entrenching a culture of constructive feedback (giving and receiving feedback) an effective communication strategy is an ideal platform to kick starts the feedback process.

## **5.5 CONCLUSION**

The research shows that a performance appraisal system can no longer be used as a stand-alone process for effective performance management. There is a need for the use of a more integrated approach, which involves all the elements of performance management as outlined in this research. An integrated performance management system offers many benefits to individuals, teams and organizations that can master the implementation of the principles as outlined in this research.

This research also makes mention of the fact that there is need to incorporate aspects of TQM in the operations of the organization in order to effectively and efficiently meet their customers' needs. For the department to manage their human resources, provide for productive, effective employees that will work towards a successful organization and deal with the needs and interests of employees, they need to continuously change and adapt to the forces of change impacting on the organization. They need to adjust to changes in legislation, the changing society and changing nature of the workforce as well as developments in technologies.

At a strategic level, the performance management system must support the organization's desire to create a customer-serving, motivated, accountable, reliable, creative, dedicated and

happy workforce. It must set employees up to succeed, so that they can help the organization to succeed.

The department should endeavour to lay a foundation for effective performance management, which will be more encompassing than the appraisal system. Since this calls for change in operations and the organizational culture the new holistic approach can not be introduced haphazardly. There is need for thorough training on why there is a need to change, how the system works, the benefits of using the system and the ways of managing the transition. The change has to receive top-management approval since they are going to be leading the change.

## **5.6 RECOMMENDATION FOR FURTHER RESEARCH**

Further research could be conducted to find how ready the employees are for a change and how resistant they are. This should involve both managers and non-managers. The research could also involve change management. This would help laying a foundation for the introduction of a holistic performance management system.

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**Internet 5** [http://www.gsb.nu.ac.za-](http://www.gsb.nu.ac.za-advanced+research+methods+distance+learning) advanced research methods distance learning notes/dissertation example

**Internet 6** <http://www.opm.gov/performance/overview.asp> employee performance includes planning, monitoring developing, rating and rewarding.

**Internet 7** <http://www1.faa.gov/ahr/pms/index.cfm>

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## Appendix1

### SECTION A

#### BACK GROUND INFORMATION

##### INSTRUCTIONS

Please complete section A: **Bio-graphical data** (please place an X in the appropriate box)

1. **Title of post**

2. **Gender:** Female ☐ Male ☐

3. **Age** > 25 ☐ 26-35 ☐ 36-45 ☐ 46-55 ☐ <56 ☐

4. **Length of service:** 1-5yrs ☐ 6-10yrs ☐ 11-15yrs ☐ 16-20yrs ☐ <21yrs ☐

5. **The highest level of education**

JC ☐ O'Level ☐ Diploma ☐ Degree ☐ Other (specify)

6. Is there a performance appraisal system in your organisation Yes ☐ No ☐

## SECTION B

### PERCEPTIONS ON PERFORMANCE APPRAISAL

The following statements deal with specific aspects of performance appraisal systems you are asked to give your opinion in order to develop an effective performance management system for the civil service. Kindly take a few minutes of your time and fill in this questionnaire

Would you please indicate whether you: **strongly disagree, disagree, neutral, agree, strongly agree** by placing a cross (x) on the number which best suites your opinion.

**Remember:** only one (x) per statement / question is required

Rating Scale:

#### Agreement

- 5 Strongly Agree
- 4 Agree
- 3 Neither Agree nor Disagree (Neutral)
- 2 Disagree
- 1 Strongly Disagree

### PERFORMANCE PLANNING

#### Agreement

1. The organisation has a mission statement in place which is clearly understood by all employees .....**1 2 3 4 5**
2. Our organisation has clear objectives .....**1 2 3 4 5**
3. Employees' performance expectations are linked to the Organisation's plans.....**1 2 3 4 5**
4. Employees are clear about the results they are expected to achieve in their jobs ..... **1 2 3 4 5**
5. Employees are clear on the performance standards regarding what is expected of them .....**1 2 3 4 5**

**PURPOSE OF PERFORMANCE APPRAISAL****Agreement**

6. Most people understand the objectives of performance appraisal .....1 2 3 4 5
7. Performance appraisal can be objectively and unemotionally carried out by supervisors .....1 2 3 4 5
8. Promotions, salary increments, demotions, and layoff should be based on performance appraisal results.....1 2 3 4 5
9. The results of performance appraisal should be made known to the appraised person .....1 2 3 4 5
10. The appraisal system encourages open communication between appraiser and appraised .....1 2 3 4 5
11. Performance appraisals are a waste of time .....1 2 3 4 5

**PERFORMANCE MONITORING****Agreement**

12. The system of appraisal in this organisation is understood by management .....1 2 3 4 5
13. The system of appraisal in this organisation is accepted by management .....1 2 3 4 5
14. Employees are given the information and the assistance they need to accomplish their performance objectives.....1 2 3 4 5
15. Good performance is recognised and openly acknowledged .....1 2 3 4 5
16. Feedback on performance is continuous not just at appraisal time .....1 2 3 4 5

**PERFORMANCE REVIEW****Agreement**

17. Performance appraisal should be based on goals previously agreed to by both supervisor and subordinate .....1 2 3 4 5

18. Our organisation has a fair system for evaluating an employee's performance .....1 2 3 4 5
19. Employees have a clear understanding of how their performance is measured/judged.....1 2 3 4 5
20. Poor performance is not tolerated in our organisation .....1 2 3 4 5
21. Appraising an employee is a useful way of finding out specific individual training needs .....1 2 3 4 5
22. Appraisals are fairly and honestly done in this organisation .....1 2 3 4 5

#### **REWARDING PERFORMANCE**

**Agreement**

23. Employees who are better performers should receive higher pay or incentives than poor performers .....1 2 3 4 5
24. The link between performance and rewards is clear to all employees.....1 2 3 4 5
25. Additional incentives such as bonuses, additional leave, awards/trophies should given to high performers .....1 2 3 4 5

#### **PERFORMANCE FEEDBACK AND COACHING**

**Agreement**

26. Performance review discussion are taken seriously by managers and sufficient time is spent on them.....1 2 3 4 5
27. During the performance feedback process, employees are made aware of the areas they can still improve on .....1 2 3 4 5
28. During the performance feedback process employees are given recognition for the areas where their performance is exceptionally good .....1 2 3 4 5

29. The results of appraisals should be kept confidential .....1 2 3 4 5

## SECTION C

**INSTRUCTIONS:** This section consists of open-ended questions. Please answer as concisely and as precisely as you possibly can in the space provided.

1. What is the mission statement of the organisation?

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.....

.....

2. What are the objectives of the organisation?

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.....

3. How are these objectives communicated to the staff?

.....

.....

4. What strategic plans does the organisation have in place (say for the year or the next five years?)

.....

.....

.....

5. Is there a performance **management** system in place in this organisation? Yes ☐ No ☐

6. Are employees in the organisation able to explain the following aspects of the performance appraisal system?

a. How the system works Yes ☐ No ☐ Don't know ☐

b. The key processes involved Yes ☐ No ☐ Don't Know ☐

c. The benefits they derive from the use of the performance appraisal system  
Yes ☐ No ☐ Don't Know ☐

7. How are the following processes manifested in your organisation?

a. Planning for performance improvement

.....

.....

.....



b. Monitoring performance

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.....

c. Reviewing performance

.....

.....

.....

d. Recognising/ rewarding performance

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.....

.....

8. What is your understanding of quality service delivery?

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.....

.....

9. How would you describe the performance appraisal system in your organisation?

.....

.....

.....

.....

10. How is good performance rewarded in your organisation?

.....

.....

.....

11. What would you like to change in the current performance appraisal system?

.....

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.....

.....

12. What are some of the things an individual employee should do in order to ensure that an organisation achieve its objectives?

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.....

13. What are some of the common performance areas that need improvement for most employees?

.....

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.....

.....

Please feel free to give any other comments/problems on the current performance appraisal

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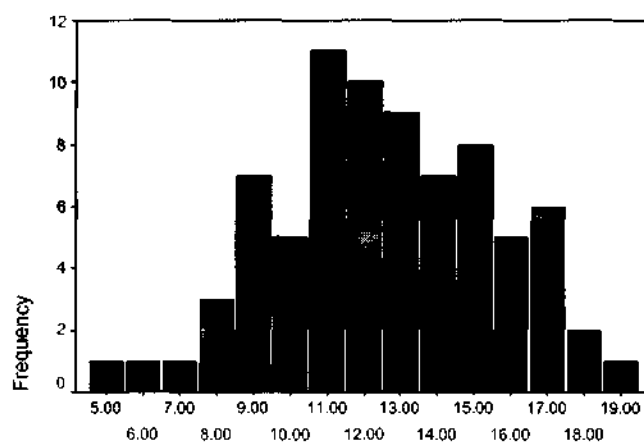
## APPENDIX 2 SUMMARY

The graphs and tables in this section present a summary of the analysis on how each of the elements of performance management covered by the questionnaire is carried out in the department of Customs and Excise.

### PLANNING

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5.00	1	1.3	1.3	1.3
	6.00	1	1.3	1.3	2.6
	7.00	1	1.3	1.3	3.9
	8.00	3	3.9	3.9	7.8
	9.00	7	9.1	9.1	16.9
	10.00	5	6.5	6.5	23.4
	11.00	11	14.3	14.3	37.7
	12.00	10	13.0	13.0	50.6
	13.00	9	11.7	11.7	62.3
	14.00	7	9.1	9.1	71.4
	15.00	8	10.4	10.4	81.8
	16.00	5	6.5	6.5	88.3
	17.00	6	7.8	7.8	96.1
	18.00	2	2.6	2.6	98.7
	19.00	1	1.3	1.3	100.0
	Total	77	100.0	100.0	

### PLANNING

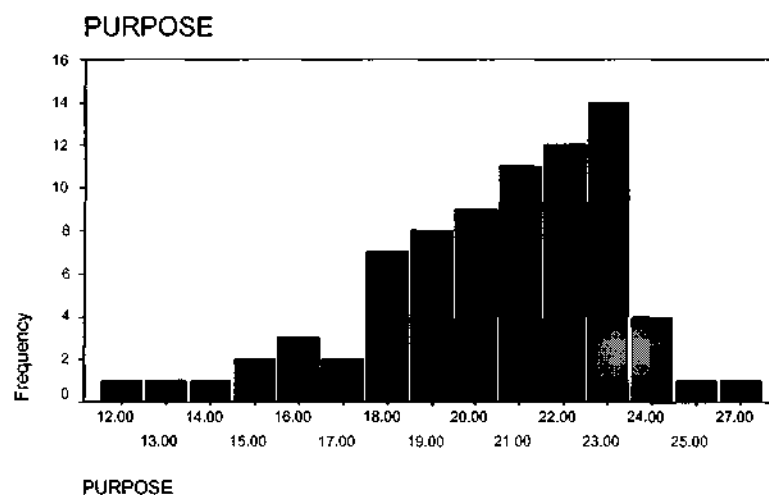


### PLANNING

The trend here is that a summary of the responses under planning are centred around disagree with most of the statements which indicate how proper performance planning is done. This leads to the conclusion that proper performance planning is not done in this department.

This group of questions summarised by this graph and table required the respondents to reflect their understanding of the purpose of performance appraisal in their department.

PURPOSE					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	12.00	1	1.3	1.3	1.3
	13.00	1	1.3	1.3	2.6
	14.00	1	1.3	1.3	3.9
	15.00	2	2.6	2.6	6.5
	16.00	3	3.9	3.9	10.4
	17.00	2	2.6	2.6	13.0
	18.00	7	9.1	9.1	22.1
	19.00	8	10.4	10.4	32.5
	20.00	9	11.7	11.7	44.2
	21.00	11	14.3	14.3	58.4
	22.00	12	15.6	15.6	74.0
	23.00	14	18.2	18.2	92.2
	24.00	4	5.2	5.2	97.4
	25.00	1	1.3	1.3	98.7
	27.00	1	1.3	1.3	100.0
	Total	77	100.0	100.0	



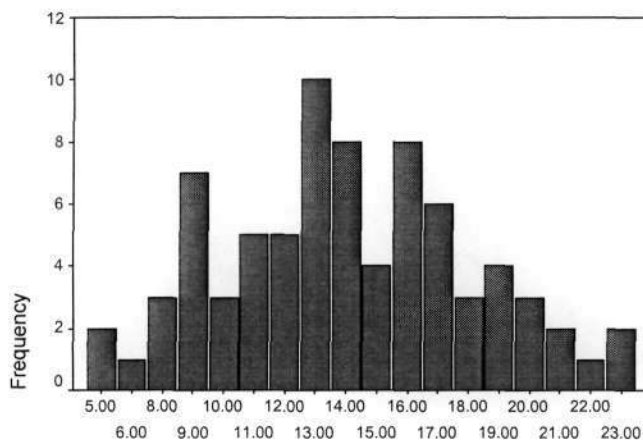
The responses to the questions in this section indicate that the respondents who are in non-management position do not understand the purpose of the performance appraisal system used in their department. This category had more respondents that is why the bars on the graph are more on the disagree part. The smaller group which is the respondents in top-management who understand the system are not imparting the information to the rest of the employees in the department.

The questions in this section cover the part on managing performance. The graph and table here give a summary of the responses to this section.

MONITOR

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5.00	2	2.6	2.6	2.6
	6.00	1	1.3	1.3	3.9
	8.00	3	3.9	3.9	7.8
	9.00	7	9.1	9.1	16.9
	10.00	3	3.9	3.9	20.8
	11.00	5	6.5	6.5	27.3
	12.00	5	6.5	6.5	33.8
	13.00	10	13.0	13.0	46.8
	14.00	8	10.4	10.4	57.1
	15.00	4	5.2	5.2	62.3
	16.00	8	10.4	10.4	72.7
	17.00	6	7.8	7.8	80.5
	18.00	3	3.9	3.9	84.4
	19.00	4	5.2	5.2	89.6
	20.00	3	3.9	3.9	93.5
	21.00	2	2.6	2.6	96.1
	22.00	1	1.3	1.3	97.4
	23.00	2	2.6	2.6	100.0
	Total	77	100.0	100.0	

MONITOR



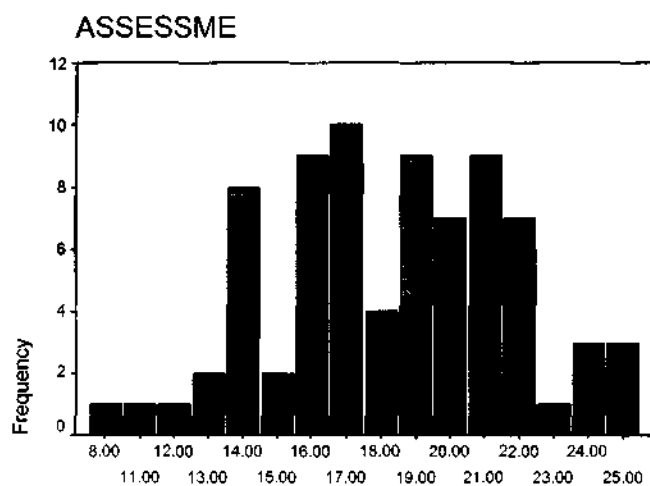
MONITOR

The responses are centred around disagree. This does not mean that monitoring of performance is not done but it means it is not done in the proper manner otherwise every employee would have been aware of this and how it is done.

Assessment here is used to mean review of performance. The questions in this section were meant to assess how performance review is being done in the department of Customs and Excise.

ASSESSME

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	8.00	1	1.3	1.3	1.3
	11.00	1	1.3	1.3	2.6
	12.00	1	1.3	1.3	3.9
	13.00	2	2.6	2.6	6.5
	14.00	8	10.4	10.4	16.9
	15.00	2	2.6	2.6	19.5
	16.00	9	11.7	11.7	31.2
	17.00	10	13.0	13.0	44.2
	18.00	4	5.2	5.2	49.4
	19.00	9	11.7	11.7	61.0
	20.00	7	9.1	9.1	70.1
	21.00	9	11.7	11.7	81.8
	22.00	7	9.1	9.1	90.9
	23.00	1	1.3	1.3	92.2
	24.00	3	3.9	3.9	96.1
	25.00	3	3.9	3.9	100.0
	Total	77	100.0	100.0	

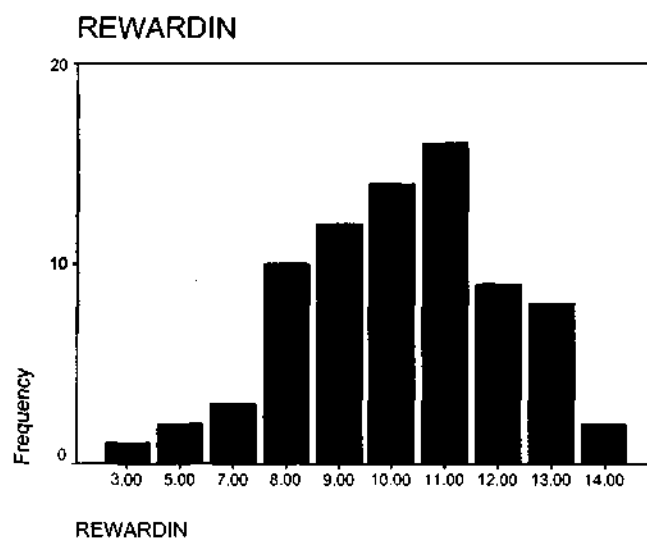


ASSESSME

Data analysis of the questions in this section produced bars that are taller and centred around disagree with the statements that are indicative of how proper performance review is done. This then means there is need for the department to review the manner in which performance review is carried out in this department and try upgrading it to the right standard in order to enhance the performance of its employees.

This section had questions which were assessing the manner in which performance is rewarded in the department.

REWARDIN				
		Frequency	Percent	Cumulative Percent
Valid	3.00	1	1.3	1.3
	5.00	2	2.6	3.9
	7.00	3	3.9	7.8
	8.00	10	13.0	20.8
	9.00	12	15.6	36.4
	10.00	14	18.2	54.5
	11.00	16	20.8	75.3
	12.00	9	11.7	87.0
	13.00	8	10.4	97.4
	14.00	2	2.6	100.0
	Total	77	100.0	

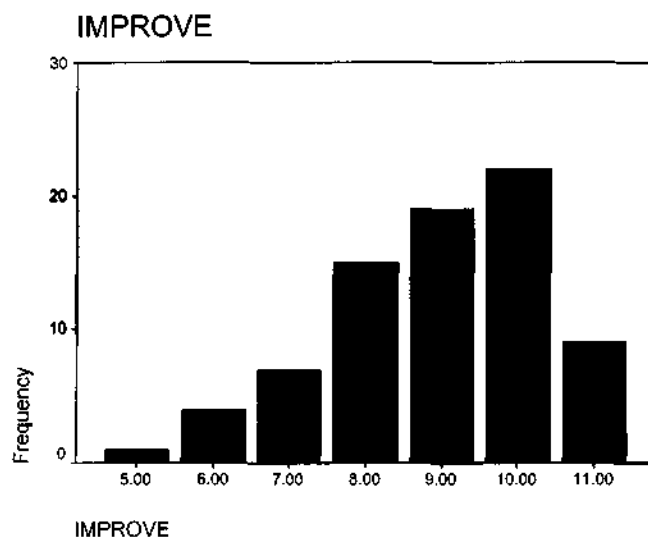


The bars on the graph are taller towards the side disagree with the statements that present the correct manner of rewarding performance. This means that good performance is not properly rewarded in this department.

This section covered the areas of improvement that respondents find fit to implement in order to improve the performance system used by the department.

#### IMPROVE

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5.00	1	1.3	1.3	1.3
	6.00	4	5.2	5.2	6.5
	7.00	7	9.1	9.1	15.6
	8.00	15	19.5	19.5	35.1
	9.00	19	24.7	24.7	59.7
	10.00	22	28.6	28.6	88.3
	11.00	9	11.7	11.7	100.0
	Total	77	100.0	100.0	



Most of the respondents were giving an outline of the improvements they would like to see being implemented in the current performance management system in order to improve the overall work performance in this organization. This is a clear indication that the employees are aware that the current performance management system in place needs to be improved in order to effectively manage employee performance in this department.