WITS SCHOOL OF GOVERNANCE
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PERCEPTIONS OF THE EMPLOYEES OF THE SOUTH AFRICAN BROADCASTING CORPORATION REGARDING PERFORMANCE MANAGEMENT

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A research report submitted to the faculty of Commerce, Law and Management, University of the Witwatersrand, in partial fulfillment of the requirements for the degree of Master of Management in the field of Public Policy Management at the WITS School of Governance

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ABSTRACT

This study was undertaken in an attempt to investigate the perception of employees of the South African Broadcasting Corporation regarding performance management. Performance management was introduced by the South African Broadcasting Corporation with the intention to professionally manage employee performance by means of setting performance objectives, reviewing previous performance, assessing current performance, enhancing current poor performance, deciding on performance recognition and ultimately rewarding employees that perform exceptionally well. This research report has revealed that although performance management exists at the South African Broadcasting Corporation, more work should be undertaken to improve the current system.

In order to investigate employee perceptions on performance management, a questionnaire was designed and distributed to junior management employees of the South African Broadcasting Corporation. The themes which emerged from the research led to a greater understanding of the elements that affect the implementation of performance management at the public broadcaster. The research findings indicate that although there is an understanding of performance management, effective and efficient implementation remains a challenge. An analysis of the questionnaire and employee responses, indicate a greater level of inconsistency of implementing performance management. A few of the reasons mentioned are: employees do not get appraised, not all managers provide commitment towards performance management, and a lack of consequence management by supervisor’s as a means of correction for employees who do not achieve the predetermined performance targets.

In conclusion, an urgent intervention is necessary to address the challenges experienced with the current performance management system at the South African Broadcasting Corporation. The current performance management system is not achieving its intended objectives.

DECLARATION

I declare that this report is my own unaided work. It is submitted in partial fulfillment of the requirements of the degree of Master of Management in the field of Public Policy Management at the University of the Witwatersrand, Johannesburg. It has not been submitted before for any degree or examination in any other university.

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Abiel Mahlatsi

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Above all, endless praise goes to God who always strengthens me and is merciful, full of love and is graceful.

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CHAPTER ONE
GENERAL INTRODUCTION

1.1. INTRODUCTION

This research report examines the perceptions of employees at the South African Broadcasting Corporation regarding performance management. First, performance can be defined as an employee's accomplishment of assigned tasks within a particular time period (Lemao, 2015). Performance management is viewed as an employee activity or behavior which has been evaluated regarding its appropriateness or desirability in an organizational setting (Aguinis, 2013). Second, Swanepoel (2003) defines performance management as the complete process of observing an employee's performance in relation to individual job requirements over a specific period of time.

Performance management can also involve clarifying employee expectations, activity, the setting of performance goals, providing on-the-job training for employees, archiving performance records and retrieving information about employee performance. This activity ensures that performance appraisal is based on information that was collected during the performance period (Swanepoel 2003). Performance management includes performance planning and agreement; performance monitoring, review and control; performance appraisals and moderating; as well as managing the outcomes of the appraisal activity (Bacal, 1999). Third, it is arguable that a candid relationship between performance management and performance measurement exists (Williams, 2002). The relationship is that performance measurement involves gathering performance data of an employee (Williams, 2002). On the other hand, performance management uses the performance data to compare it with predetermined targets and make decisions around rewarding, punishing, training or coaching the employee (Williams, 2002).

In order for a line manager to be able to determine the extent to which an employee has effectively undertaken their professional functions, it is important that the performance of an employee be measured with various tools such as the balanced scorecard which will be discussed later in the research report. Without performance measurement it will be difficult to manage the performance of South African Broadcasting Corporation's employees. This would be detrimental for the achievement of predetermined objectives set by the manager of an employee.

The research report is structured as follows. First, the research report will provide background to the research which is followed by a discussion of the importance of the research report and the contribution it will make not only to the South African Broadcasting Corporation, but to the research fraternity as a whole. Second, the research report then explains the problem statement which is followed by the literature review and then an explanation of the research methodology to be used to collect research data. Third, the research report will provide clarity of the data analysis method to be used. Fourth, the research report will conclude by clarifying the ethical considerations of the research report followed by an indication of the anticipated research limitations of the research report.

1.2. BACKGROUND AND CONTEXT

Recently, there has been an increase in the number of organizations that rely on the performance of employees for the success and competitiveness of the organization (Stevers and Joyce, 2000). Consequently, this reliance has caused organizations to establishing strategies to identify, encourage, measure, evaluate, enlighten and compensate employee performance in the workplace. In this regard, performance management and appraisal systems now play a crucial role to assist organizations to reach their productivity goals and achieve their set targets within the planned performance period (Stevers and Joyce, 2000).

Effective human resource management activities can be regarded as signals of an organisation's intent towards its employees' professional development and is interpreted as such by individual employees (Gilbert, De Winne and Sels, 2010). However, employees do not always perceive such signals similarly or react to them in a similar manner respectively. The impact that human resource activities have on employee commitment and performance depends on employee's perception and evaluation of these performance activities (Zhang, 2012). Perceptions and attitudes may mediate and moderate the relationship between human resource management practices and employee performance-related behavior (Zhang, 2012).

There may be a difference in employees' perceptions of human resource management practices even when, in objective terms, what is offered to different employees is very similar. Individual differences in perceptions and reactions to what the organization has to offer may follow from an employee's previous performance management experience as well as their personal beliefs. For the context of this research report, perception can be described as the way in which performance management is understood, regarded or interpreted by employees of the South African Broadcasting Corporation (Hornby, 2010).

In recent times, the South African Broadcasting Corporation has been experiencing severe financial times with revenue dropping to such an extent that a bailout from National Treasury has been sought (News24, 2017). There are various reasons for the decline in revenue, but the main reason concerns the human resource element whereby an executive management took an editorial decision to broadcast 90% local content without undertaking the necessary research and stakeholder consultation (News24, 2017). This decision had a financial implication that saw a decrease of revenue generated by the public broadcaster.

In addition to this, the South African Broadcasting Corporation accumulated more than R5 billion of irregular, fruitless and wasteful expenditure in recent years (Eye Witness News, 2017). In February 2017, it emerged that the SABC recorded a net loss of R411 million in the 2015/16 financial year, a net asset position of R2.7 billion and cash balance of R881 million (Regter, 2017).

The 90/10 local music quota as an editorial decision had an impact of R29 million on radio and R183 million on television (Ndenze, 2017). The losses could climb further as the figures were still being revised. In relation to performance management, a bad executive decision was made and warrants consequence management as part of performance management, but that is not the case. If there was an effective performance management system that also applies to executive management, then its arguable that executives would have taken more rational decisions instead of decisions that will result in a reduction in audience ratings and revenue; subsequently threatening the liquidity and existence of the organization.

With the background having been provided, it is important that research be conducted about the perceptions of junior management employees at the South African Broadcasting Corporation regarding performance management. The perceptions that employees have about performance management are a key determinant of the system's long-term success (DeNisi, 1996). If employees are not happy with performance management or have a negative perception about it, they are likely to be unwilling to take an active part in the performance management process because they do not see any value in it whatsoever. This creates low staff morale and inevitably affects organizational productivity as a result of a negative perception of the performance management process. This research report attempts to investigate the perceptions that employees at the South African Broadcasting Corporation have about performance management.

The South African Broadcasting Corporation is a public broadcaster that is mandated to deliver "educating, informing and entertaining media" to all South Africans in all official languages (South African Broadcasting Corporation, 2016:20). Broadcasting is done through 18 radio stations and 5 television channels which are accessible to all citizens of South Africa (South African Broadcasting Corporation, 2016:20). The South African Broadcasting Corporation is the only broadcaster serving the information, educational and entertainment needs of the entire population constituting millions of citizens who rely on its radio, television and digital services for access to reliable content in the language of their choice respectively (South African Broadcasting Corporation, 2016:20).

Radio, being the most accessible and affordable medium to produce content for citizens, takes pride as a unique public broadcaster's selling proposition with a combined audience on a weekly basis, of 28 million listeners that are aged between 15 years and older (South African Broadcasting Corporation, 2016). Furthermore, the South African Broadcasting Corporation is regarded as the largest news operation in the South Africa; being the largest broadcaster on the African continent with nearly twenty million of the twenty-nine million radio listeners in South Africa tune into one of the SABC's eighteen radio stations, and five television channels each day (Open Society Institute, 2010).

1.3. IMPORTANCE OF THE RESEARCH REPORT

The perceptions of employees regarding performance management are important because perceptions are a key determinant of the system's long-term success or failure (DeNisi, 1996). If it happens that employees have a negative perception of the performance management exercise or do not understand it for whatever reason, employees are unlikely to desire to take an active part in the activities as a result of not seeing any value in it (DeNisi, 1996). Employees will view it negatively and not be effectively involved and be willing to participate. This in turn can create low staff morale and affect the productivity of the South African Broadcasting Corporation as the case study of this research report.

In the context of the South African Broadcasting Corporation, probably similar to other organizations, performance management appears to be doubted by employees and union representatives. Given that research should contribute to the development of society, the understanding of employee perceptions regarding performance management will allow information gathered from employees to be used to improve performance management at the South African Broadcasting Corporation. The societal benefit will be that citizens will have quality content on television and radio. It is also critical that performance management is studied in order to contribute to scientific knowledge in the fields of public, policy and development management or governance.

1.4. PROBLEM STATEMENT

The process of managing employee performance in order to improve organizational performance is increasingly being viewed as critical to the development and survival of organizations, especially state-owned entities such as the South African Broadcasting Corporation (Heinrich, 2002). It is important to report on the perception of employees regarding performance management at the South African Broadcasting Corporation because at this point in time, employee morale and organizational performance is very low (Ncobo, 2016). The South African Broadcasting Corporation is important to society as it is the national broadcaster and poor performance coupled with low staff morale cannot be afforded at this point in time. For this reason, a scientific research report of employee perceptions around performance management will assist in improving the performance of employees which will in-turn benefit South African public to ensure that they receive quality radio and television broadcasting services (South African Government, 1999).

The perception and attitudes of employees somewhat affect their performance level which influences the performance and productivity of the entire organization. Therefore, this research report as it sought to investigate perceptions, experiences and expectations of employees regarding performance management, determined whether employees have confidence in performance management at the South African Broadcasting Corporation or not. This is important because if employees do not have confidence in the performance management system, they will not perform to their full capacity because they believe that the system does not reflect their exact contribution towards the success of the organization. This would be detrimental to society given that the South African Broadcasting Corporation is a national broadcaster (South African Broadcasting Corporation, 2016).

Furthermore, performance management is one of the tools that can assist the organization to perform more effectively so if employees do not have a positive perception of performance management, it is likely to fail; something that will negatively affect the organization. It is for that reason that this research report sought to ensure that the perceptions of employees are taken into account when implementing performance management at the South African Broadcasting Corporation in order to ensure employee buy-in and societal benefit through quality broadcasting services. Lastly, with the recent poor performance of the South African Broadcasting Corporation, examining employee perceptions on performance management is important in order to determine whether poor performance management is one of the causes of poor organizational performance.

1.5. RESEARCH OBJECTIVE

The primary research objective is to investigate the perceptions of employees regarding performance management at the South African Broadcasting Corporation. This will assist to ensure that the South African Broadcasting Corporation tailors performance management in such a way that employees are fully supportive of it and perform in a way that they are contractually required to perform. No performance management exercise is perfect, so even if employees are satisfied with the current one at the public broadcaster, the research report will make recommendations to improve it. Furthermore, this research aims to contribute to the body knowledge of performance management regarding state owned entities such as the South African Broadcasting Corporation.

1.6. RESEARCH QUESTIONS

In order to achieve the objective of this research report, the following research questions relating to performance management were explored:

- Do both employees and supervisors at the South African Broadcasting Corporation understand performance management and how it works?

- Do employees feel that performance management hinders or enhances their performance?

- What recommendations can employees make to improve performance management at the South African Broadcasting Corporation?

1.7. RESEARCH LIMITATIONS

It is important to highlight that all research has limitation. The acknowledgement of these limitations should not be seen as a weakness, but an act of transparency and a challenge on the researcher to mitigate these possible limitations. First, some respondents were not willing to participate in the research report as some failed to honor submitting questionnaires and made excuses of being busy. Second, it was difficult to locate some employees as they were busy with provincial visits, but eventually the questionnaires were submitted. In as much as these limitations existed, the researcher was able to overcome them and conducted the research in a professional manner.

1.8. SCOPE OF THE RESEARCH REPORT

The South African Broadcasting Corporation has various levels of management. However, for the purpose of this research report, only organization-wide junior management was used as a research scope. This is because junior management is the bridge between heads of department and line staff; since junior managers work with line staff, but report directly to the head of department. Furthermore, it can be argued that junior managers are the ones that deal with extensive policy implementation compared to middle and senior management that play more of a strategic decision-making role; so, so it only makes sense that junior managers be used as a sample when researching the perception of employees regarding performance management at the South African Broadcasting Corporation.

1.9. OUTLINE OF RESEARCH REPORT CHAPTERS

Chapter one provided a general introduction to the entire research report. It included the introduction and background of the research report, a statement of the research problem, the research questions to be answered, the significance of the research report, as well the anticipated research limitations. Chapter two provided a literature review that explored the theory of performance management by discussing the different definitions of performance management, its historical background and the theories thereof, having included the conceptual framework. It also provided a literature analysis of its implementation and challenges in the public enterprise sector.

The performance management system is also discussed by reviewing the components of an effective performance management system. Furthermore, an overview of the important aspects of the performance management system was provided. Lastly, a discussion on the management of performance outcomes as well as the role-players in performance management who guide the development and implementation of performance management was also included.

Chapter three described the research methodology, research design and sampling procedure as was used to collect data and how the data was analyzed. It offered justifications for the chosen approaches. Furthermore, details around validity and reliability of the research report as well as the ethical considerations were provided. Chapter four reported on the results obtained during data collection stage of the research and findings were presented by undertaking a thematic analysis on key themes that emerged during the data collection stage of the research. Chapter five focused on the interpretation and analysis of the research findings. This assisted in creating a link between theory and the actual data collected in an attempt to answer the main research question of the research report.

CHAPTER TWO
LITERATURE REVIEW

2.1. INTRODUCTION

For a research report to have a solid theoretical ground and validity, it is important that related literature exist to substantiate the content of the research. A literature review supports the problem statement and proves the existence of literature that is related to the chosen research topic. This section provides a literature review around performance management. With a review of literature, researchers are able to identify a research gap then undertake research that will close this gap; something that makes a contribution to the research body of knowledge.

2.2. DEFINITION OF PERFORMANCE MANAGEMENT

In order to contextualize the topic, the key concept of this research report, being performance management is defined below.

2.2.1 Performance Management

Van Der Waldt (2004:39) defines performance management as:

> "A systematic approach used by the management of an organization to integrate the contribution of employees and line management towards achieving the organization's strategic goals. Performance management also refers to the many processes and systems that are established to manage performance of the organization as a whole, in sections, in teams and individually to ensure that predetermined objectives are reached"

The Department of Public Service and Administration (2007:34) defined performance management as:

> "A resolute and continuous process that aims to develop and manage an employee's performance with a purpose of achieving the organization's strategic goals. Performance management is further defined as determining correct activities as well as the evaluating and recognizing executed tasks with the aim of enhancing performance efficiency and effectiveness. All of this is done to improve the results of the organization, teams and individuals by managing performance within a predetermined framework of planned goals, standards, objectives and incentives."

Similarly, Baron and Armstrong (2000:2) state that:

> "Performance management is a natural management activity that is aimed at achieving effective management of individuals and groups in order to reach high levels of organizational performance. Performance management leads and develops individuals in the organization to ensure the achievement of set goals and objectives"

Vance (2006) explained that performance management intends to align, engage and also amalgamate individual and group efforts to continually improve overall organizational mission and vision accomplishment. Vance (2006) went further to state that, performance management provides a basis for identifying and correcting differences in performance. According to him, performance management can be regarded as being activity oriented. Vance (2006) added that it may also provide the basis for other personnel management activities such as:

(1) Training and career development,

(2) Performance pay as recognition and reward,

(3) Promotion and placement, and

(4) Disciplinary action as a consequence, and

The success of performance management primarily depends on the system, criteria, culture and the perceived attitudes and needs of participants (Vance, 2006). From the definitions provided, it is evident that in order for performance management to become a success within an organization, the process itself needs to involve both the employee and their supervisor. Van Der Waldt (2004) agrees with this by having pointed out that performance management is an approach by management that integrates the contribution that management and employees makes in order to achieve a common goal of high performance and positive results.

2.3. SIGNIFICANCE OF PERFORMANCE MANAGEMENT IN PUBLIC BROADCASTING

This section will discuss the significance of performance management for the South African Broadcasting Corporation; being the national broadcaster.

2.3.1. Organizational and Employee Objectives

The first requirement of performance management is that it develops a direct link between the objectives of a particular department and that of employees in which those employees work (Letsoalo, 2007). This is important because in order for a department to achieve its objectives regarding broadcasting, employee actions need to be in line with departmental objectives so that they can be achieved. Linking the objectives fosters a culture of coordinating and integrating employee duties which is something that assists the organization to prevent the duplication of employee duties. In the bigger scheme of things, individual departments can be able to reach their individual targets which leads to the entire organization satisfying its public broadcasting mandate (Letsoalo, 2007). The above factors are facilitated by managing employee performance so that the South African Broadcasting Corporation is able to achieve its objectives and facilitate programming as envisioned in the mission, vision and objective of the South African Broadcasting Corporation.

2.3.2. Employee Behavior

Performance management is regarded as an activity that is able to change the action or behavior of employees (Van Dooren, Bouckaert and Halligan, 2010). Due to the lack of performance management, the subordinates do not perform their professional duties as required. This is caused by individual’s performance activities not being appraised and thus results in a lethargic approach when undertaking daily tasks. This perception relates to the Human Resource Management Theory that speaks of X and Y employees whereby Theory X affirms that all human beings are inherently lazy as advanced by Schermerhorn (2010). So, in reality, performance management brings change to employee behavior because if employees are aware that their performance is being monitored and will be judged, employees are more productive and effective to avoid sanctions being imposed on them (Letsoalo, 2012). This

notion ensures that in parastatals, there is an increased level of public accountability because the Constitution states that organs of state are accountable to the citizens of the Republic (De Bruijin, 2001).

2.3.3. Institutional Performance

Performance management increases the performance of public corporations such as the South African Broadcasting Corporation. The public broadcaster is important in ensuring that citizens are informed, entertained and educated through programming (Sowetan, 2016). However, this social contract with South Africans requires that the employees of the public broadcaster perform effectively at all times for this is to be achieved (Public Service Commission, 2007). Based on this, the South African Broadcasting Corporation should constantly improve the ability of employees to work as effectively and efficiently as possible (Public Service Commission, 2007). Although great effort has been invested in improving performance levels at the South African Broadcasting Corporation, criticism still plagues the organization regarding programming and its management. Despite this, legitimate challenges to programming like skills shortage, many issues can blame the low quality of performance by employees and leads to poor organizational performance.

2.3.4. Duty Execution

Furthermore, performance management allows management to monitor the quality of work performed by employees and the level of their productivity measured against predetermined objectives (Poister, 2008). Poister (2008:21) goes further to state that management that is committed to results has a duty to: “(1) set realistic objectives within reasonable time; (2) allocate adequate resources; (3) continuously monitor organizational performance for identifying strengths and weaknesses that may exist in the organization; (4) remain resilient when implementing policy and make changes where necessary to improve effectiveness”. It is evident that it is vital that performance management exists in parastatals such as the South African Broadcasting Corporation so that productivity can be monitored and maintained. Without monitoring employee productivity, it will be difficult to provide assurance to the Minister of Communication that the South African Broadcasting Corporation is doing what they are constitutionally mandated to do.

2.4. PERSPECTIVES OF PERFORMANCE MANAGEMENT

This section will undertake a theoretical discussion of the various perspectives on performance management. These perspectives assist in highlighting the different aspects of performance management to ensure a holistic understanding of the concept.

2.4.1. Performance management as a system to manage performance

This perspective deals with performance management being used as a system that will manage individual and organizational performance in an integrated manner (Letsoalo, 2007). The focus of this perspective is to determine and implement the organizational strategy of performance management through the bureaucracy, technology, procedures and operating systems of the organization. Williams (2002) states that this perspective is mainly comprised of three components which are; planning, improvement and review. Planning is about formulating the organizations strategy along with the vision that management has for the organization. On the other hand, performance improvement is concerned with improving the way which the organization performs so that performance objectives are always met. This includes process improvement, total quality management and operations optimization to name a few (Letsoalo, 2007). Lastly, performance review is about embracing performance measurement which leads to a performance evaluation to determine whether performance objectives were achieved or not (Letsoalo, 2007).

2.4.2. Performance management as a system to integrate performance holistically

This perspective is about synchronizing individual performance with organizational performance (Weiss and Hartle, 2007). This is important because it allows both the employee and the organizational to benefit in terms of being able to achieve predetermined objectives. By this happening, the outcome would be quality content on television and radio which will be followed by performance rewards to performing employees. Sekwati (2003) states that in most successful organizations, organizational factors contribute 65% to the success of the organization while 35% depends on individual performance. So, naturally it can be stated that the organization needs to strive to achieve 100% success and the only way to do so is through managing both the performance of the organization and the individual; something that this perspective advocates (Sekwati, 2003).

2.4.3. Performance management as a system to manage employee performance

When dealing with performance management, the manager and the managed need to have a shared view of what is expected from the employee (Letsoalo, 2007). For the organization to achieve this perspective, it is important that both involvement and participation is advocated accordingly. The manager has the responsibility to support performance and once the performance period is over, the line manager needs to evaluate and judge the performance of the subordinate (Letsoalo, 2007). It is vital to highlight that the employee needs to ensure that they perform effectively so that they receive a good review from the line manager; just like the line manager needs to be competent enough to be able to effectively measure the performance of the employee

(Letsoalo, 2007). This is positive for accountability because the employee ensures that they perform at the contractually required level to be able to be rewarded as contractually stipulated.

2.5. CHARACTERISTICS OF AN EFFECTIVE PERFORMANCE MANAGEMENT SYSTEM

In order for performance management to succeed, the system ought to have the following characteristics:

2.5.1. Continuous performance measurement

Performance measurement can be described as an exercise that gathers performance data of a specific employee over a specific period of time (Williams, 2002). The data is then used to determine if an employee achieved their predetermined objectives or not (Public Service Commission, 2007). It is also determined to what extent these objectives were or were not achieved (Public Service Commission, 2007). This exercise is the foundation of performance management; which is determining if an employee achieved their objective or not. For a manager to conclude whether a subordinate achieve predetermined objectives, there needs to be quantified results that are used as evidence. From this perspective, it is only a performance measurement exercise that can provide such date and is about a manager rating the performance of a subordinate using a scale from 1 – 10 as guided by the predetermined deliverables.

2.5.2. Extensive communication and feedback

Dixon (2004) stated that communication is vital not only for performance management, but also management in general. He went further to state that communication and feedback are the glue that binds various performance elements together, allows people to work with one another and coordinates certain activities in the spirit of achieving positive performance results (Dixon, 2004). Closer to performance management, communication and feedback assists in improving the performance of employees. This is because if it happens that performance is poor, then the management of the South African Broadcasting Corporation needs to inform staff that their performance is not at the desired level (Dixon, 2004). This ensures that there is an improvement in the performance of an employee so that there is positive feedback the next time around. It can be argued that this is motivation because regular feedback can promote an employee to perform well within the South African Broadcasting Corporation during the financial year.

Feedback serves as motivation for future employee reward should performance be at the level that is required (Cascio, 1991). The reason is that effective performance feedback motivates employees to perform well and is something that will benefit the achievement of predetermined objectives (Cascio, 1991). Furthermore, performance feedback gives employees an opportunity to correct poor performance in advance so that they can improve and perform at a positive level that is beneficial to them and the organization (Dixon, 2004).

2.5.3. Existence of education, training and development

In terms of remaining relevant, training and development of employees is essential for any organization. This is because in order for employees at the South African Broadcasting Corporation to be able to execute their duties effectively, they need a certain level of skills which can only be acquired through education and training (Latham, Almost, Mann and Moore, 2005). This allows employees to perform effectively in the achievement of their duties, but will also assist in ensuring that the organization as a whole is able to achieve its objectives. However, training can also be a remedy for poor performance. If it happens that an employee is performing poorly, one of the reasons for this may be the lack of necessary skills relevant to the position they occupy (Latham, Almost, Mann and Moore, 2005).

In the event that this is true, firing an employee should be the last resort. Instead, education training should be the first course of action. By so doing, the employee will become professionally equipped and developed to be an asset to the organization. The more developed an employee is, the more productive they are likely to be (Dixon, 2004). This will assist in ensuring that many performance objectives are achieved (Dixon, 2004).

2.5.4. Performance improvement attempts

It can be argued that performance is measured also according to speed, value, quality and efficiency of the product produced or the service rendered (Letsoalo, 2012). These qualities of performance are used to gain and maintain a competitive advantage. Quality, service, speed and value are used to determine the performance of an employee and for that reason, these characteristics are important when determining the need for performance improvement (Furtwengler, 2000). Moynihan (2008) states that performance management is about continuously improving the performance of staff members and for that reason, it is important that management tracks the level of speed, quality, efficiency and value of the product that is produced by the employee.

Armstrong and Baron (2005) goes forward to state that the performance management system after identifying the previously indicated characteristics, will assist the organization to be able to identify the developmental needs of employees which will ultimately lead to an improvement in the performance of the employee.

This argument holds ground because the public broadcaster exists to provide citizens with broadcasting services and the only way which this can be achieved is by a continuous attempt to improve the performance of employees. Otherwise, there will not be alignment between broadcasting needs and the need to improve the quality of human resource performance to be able to match the needs of society respectively.

2.5.5. Employee Satisfaction

Letsoalo (2012) states that performance management and the performance management system often prevent what is labeled as employee dissatisfaction. Letsoalo (2012) goes further to state that performance management assists management to uncover employee attitudes when it comes to their personal development, money, security, learning, participation and job satisfaction. It can also be argued that employees that are able to have their opinions noted tend to appreciate the appraisal system more and find it to be legitimate. Latham goes further to state that a good performance management system, in promoting employee satisfaction, will enable employees to see the relationship between the coaching that is provided and the outcomes which are desired by the coaching (Latham et al, 2005).

2.6. PRINCIPLES OF AN ETHICAL PERFORMANCE MANAGEMENT SYSTEM

The South African Broadcasting Corporation is regulated through the Constitution of the Republic of South Africa and the Broadcasting Act. Because of this, it is important for the principles of the Constitution be instilled in the operations of the organization. For that reason, performance management in ensuring that the organizational staff undertake their work effectively, should to be based on the following principles in order to be regarded as ethical.

- First, the South African Broadcasting Corporation needs to *promote a culture of performance management* among its staff complement. Based on Muhammad (2011), the success factor of good performance is a strong organizational culture of wanting to perfect the activity of effective performance. A positive and strong culture of performance can transform an average employee to perform and achieve excellent results (Ahmad, 2012).

  On the other hand, a weak organizational culture of performance can demotivate an outstandingly performing employee to underperform and end up with no professional achievement. Therefore, performance management and organizational culture are interdependent and if change in one occurs, certainly this will affect the other one. This means that a positive organizational culture when it comes to performance can lead to an increased level of organizational performance (Ahmad, 2012).

- Second, the South African Broadcasting Corporation should undertake performance management in a manner that is effective, economical, efficient, transparent and accountable custom manner (Sehoa, 2015). The organization should perform its functions in the best possible manner and be responsive to the needs of society with the least amount of waste of time and effort and provide a full account of the use of resources and achieve the desired results (Sehoa, 2015).

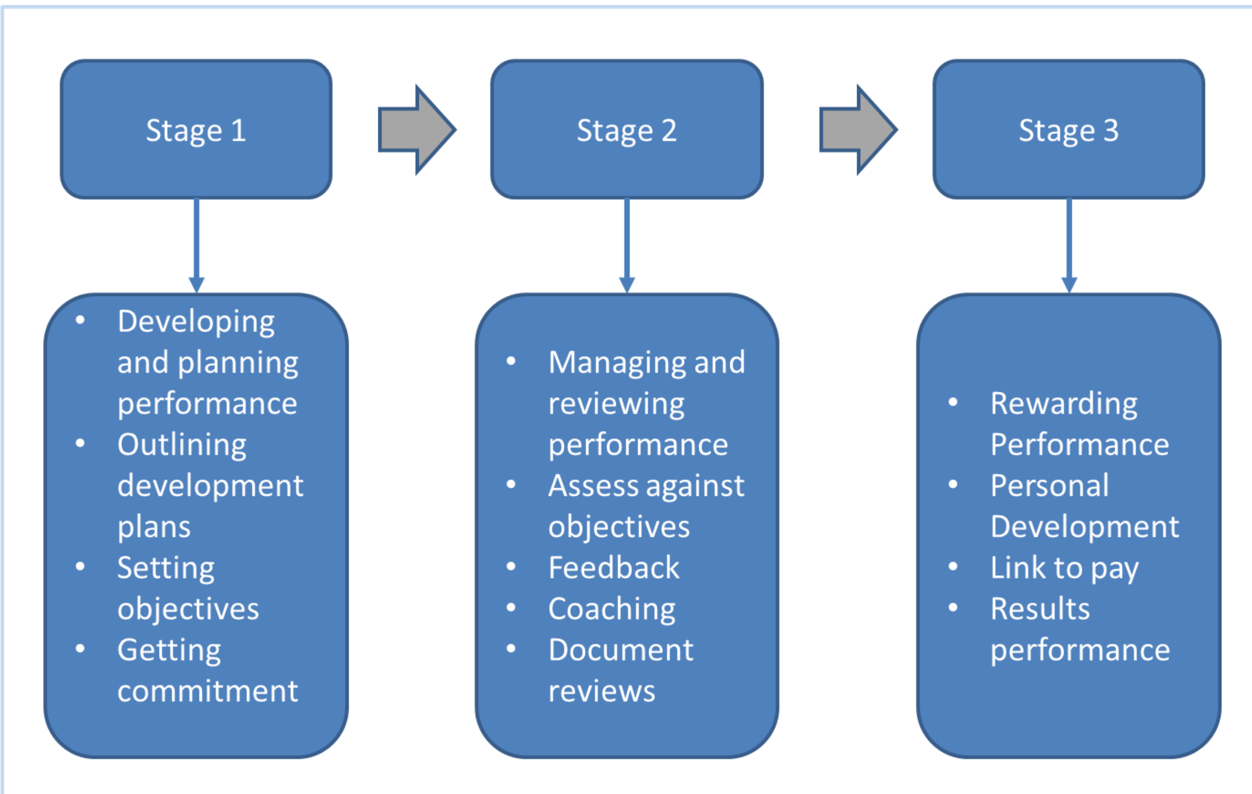
- Third, performance management at the public broadcaster should be able to act as an early *warning indicator* for cases of underperformance and make sufficient provision for corrective measures in the instance that underperformance is identified by management (Manyaka and Sebola, 2012). Because the South African Broadcasting Corporation has regional offices, the use of early warning indicators assists regions that are experiencing difficulties and enable the head office to provide appropriate support before a crisis develops (Sehoa, 2015). With that being said, early warning is not only aimed at underperforming employees, but it also serves as a tool to highlight the occurrence of both over and underperformance (Sehoa, 2015). The advantage of underperformance is that it allows for remedial action such as training, coaching and counseling while over-performance on the other hand, will enable employees to be rewarded in the form of compensation or promotions.

- Lastly, performance management should be tailor made for the South African Broadcasting Corporation's environment; in other words, it needs to be proportional with its resources, it should be suited to its circumstances and it must be in line with the objectives, priorities, targets and indicators that are contained in the company's corporate plan (Sehoa, 2015). This means that the 'one size fits all' approach will not yield the required results because different organizations have different contexts that are determined by the nature of their business (Sehoa, 2015). Therefore, the South African Broadcasting Corporation should develop and implement a performance management system that is tailor made for its public mandate.

2.7. THE PERFOMANCE MANAGEMENT PROCESS

In order for performance management to succeed, it should to follow a specific process. According to Cardy and Leonard (2015), the performance management process can be classified into various stages being; development, planning, managing, reviewing and rewarding stages. The figure below provides an illustration of how this process comes together.

Figure 1: Performance Management Process



Source: Cardy and Leonard (2015)

From the figure, it is clear that the process of managing the performance of an employee consists of three stages namely planning performance as stage 1 which includes the outlining of development plans, setting organizational objectives and getting commitment activities. The management and the reviewing of performance as stage 2 which includes the assessing of objectives, seeking feedback from stakeholders, coaching and document reviews activities; rewarding employees that perform well as the last stage that involves linking performance to pay, results management and personal development.

2.7.1. Stage 1: Developing and planning performance

Planning is the first stage in the performance management process and offers the foundation for an effective process that will manage employee performance. Planning is regarded as one of the processes of performance management which should be undertaken with careful effort (Schneider et al., 1987). The planning activity assists in encouraging employee commitment by linking the employees' function to the function of the organization. Performance management planning usually includes identifying key value drivers of stakeholders, for instance; shareholders, customers and employees of the organization.

Likewise, Armstrong and Baron (2004), state that objectives or goals describe something to be accomplished by individuals, departments and organizations over a particular period of time. They can be expressed as targets to be met, for instance; sales, and tasks to be completed before the deadline of both the employee and the organization. Armstrong and Baron (2004) go further to state that objectives need to be defined and agreed upon before-hand. The objectives relate to the overall purpose of the job in question and define performance areas; all the aspects of the job that contribute to achieving its overall purpose.

Performance targets are then set for each performance area. Lemao, (2014) stated that goal setting is the fundamental aspect for any organization; not just the public broadcaster specifically. They further stated that an increase in productivity will correlate with the extent to which top management supports employee participation in the process of setting objectives (Rogers and Hunter, 1991). Participation is regarded as being a motivator because it provides the employee with assurance of involvement which then creates employee ownership of the process. With regards to the planning phase, there also needs to be an agreement between the employer and employee regarding a formal development plan for the employee. As a matter of fact, this plan should be based on requisite skills, behaviors and knowledge and key competencies that will be required to achieve the objectives and targets that are set (Nyembezi, 2009). The development plan can also include long-term development initiatives which are usually based on potential and good performance (Nyembezi, 2009).

In this planning stage, the supervisor and the subordinate are involved in a joint participative process and set organizational goals, as well as specific goals for the individual. On the other hand, the objectives also create an environment in which an individual will be measured according to their own performance output with set standards for an evaluation at the end of the performance period (Nyembezi, 2009).

2.7.2. Stage 2: Managing and reviewing of performance

The managing of performance is regarded as the second stage of the performance management process (Ying, 2012). This stage distinguishes performance management as a process from performance management as an activity (Schneier et al., 1987). Based on Schneier et al. (1987), each and every employee has the responsibility of managing their individual work performance throughout. This can involve:

- maintaining a positive approach to work,
- updating and revising initial objectives, performance standards and job competency areas as conditions change,
- requesting feedback from a supervisor,
- providing feedback to supervisor,
- suggesting career development options, and
- working together of employees and supervisors to manage the performance management process.

According to the view of Fletcher (2008), in the second stage, enhancing communication within an organization is important for employees to be aware of performance objectives and to contribute to the future development of the organization. Armstrong and Baron (2004) stated that at its best, performance management is a tool to ensure that managers are able to manage effectively. For that reason, performance management should ensure that the manager of employees knows and understands what is required of them and have the necessary skills and ability to deliver on these expectations with the support of the organization to develop the capacity to meet these expectations and provide feedback on performance; and have the opportunity to discuss and contribute to individual and team aims and objectives (Armstrong and Baron, 2004).

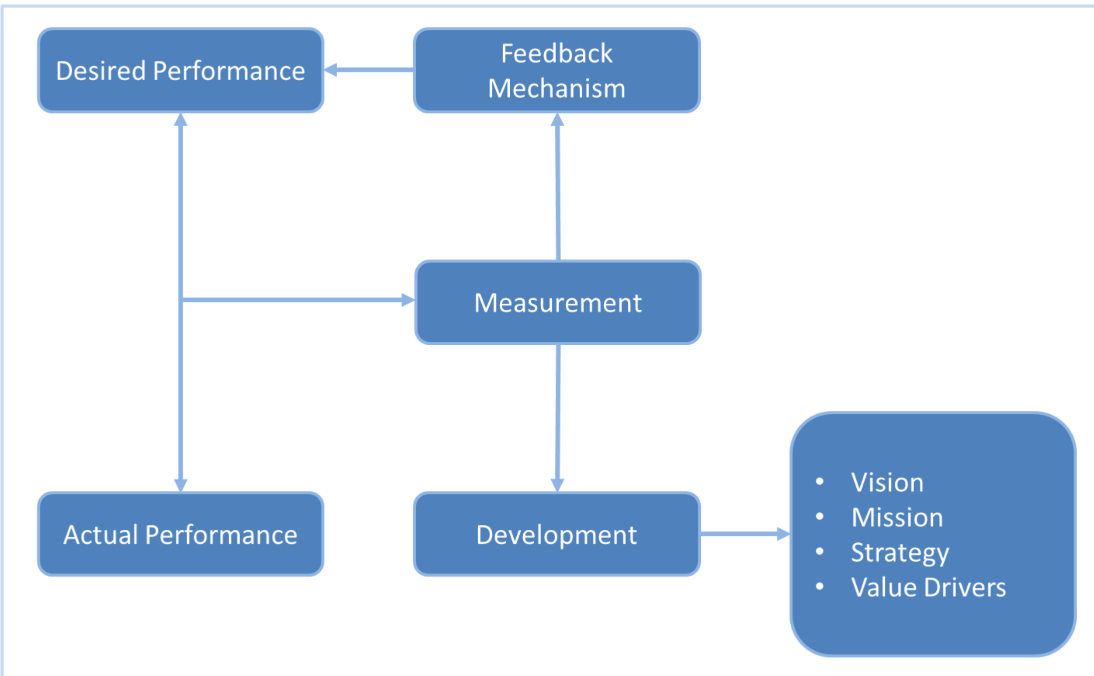
Moreover, as Armstrong and Baron (2004) provided an indication that managing performance is inclusive of managers being made aware of their actions and how they impact the employees that they manage. Armstrong and Baron (2004) stated that managers should display positive behavior with their subordinates. The actual performance is compared to the envisioned performance. For that reason, the outcome is evaluated and a development plan is set according to the weakness with reference to the strategy. This outcome also serves as a feedback mechanism to employees whose performance is being managed (Armstrong and Baron, 2004). To improve performance feedback and to update the initial objectives, the company should focus on improving communication between employees and managers (Armstrong and Baron, 2004).

It is important for managers to adopt a fully integrated strategy that enables the different forms of communication to contribute to the success of the company's objective (Marion, 1998). Furthermore, continuous communication between an organization's managers and internal stakeholders should ideally be set-up in such a way that it enhances organizational and ensures awareness to the ever-evolving broadcasting environment (Welch and Jackson, 2007).

Regarding stage 2 of a performance management process, what is included is performance reviews that are regarded as a learning procedure for both the employee and the organization. Individual employees could be encouraged to think about how they would like to develop from a career perspective (Welch and Jackson, 2007). Research that was undertaken by Ashford and Cummings (1983) indicated that performance feedback has a positive influence on the performance of both individual employees and groups. This according to Ashford and Cummings (1983:20) who stated that “specifically through role clarification, improved self-efficiency, the establishment of behavior reward contingencies and increased self-regulatory control processes”.

Armstrong and Baron (2004:36) also state that: “the actual performance could also be compared to the desired performance; therefore, the outcome is evaluated and a development plan is set based on the weakness”. This comparative approach also provides a feedback mechanism to employees. The illustration below shows the structure of performance comparing according to the view of Ashford and Cummings (1983):

Figure 2: The Structure of Performance Comparing



Source: Ashford and Cummings (1983)

In addition to this step, training and coaching fulfill a vital role for development and learning. Coaching is able to develop an employee's knowledge and skills so that employee performance is improved and assists them to achieve the organizational objectives (Ashford and Cummings, 1983). Line managers should research and implement training programs also undertaking actions necessary for improving employee performance and development (Bevan and Thompson, 1991). According to Armstrong (2004), performance management is regarded as an integrated and strategic approach to delivering sustained success to organizations through improving the performance of employees and by developing the capabilities of teams and individual contributors.

Black and Lynch (1996) share the same sentiment as they state that training courses on performance as offered by organizations must be designed after paying close consideration to the contemporary and forthcoming demands of employees and ensure the education of skills required (Black and Lynch, 1996). An effective coaching or training course should develop service delivery quality and quantity of an organization's output. Secondly, it should increase the possibility of the organization becoming successful. Thirdly, it should reduce the organizations overhead expenses (Black and Lynch, 1996). Moreover, coaching is increasingly being recognized as an important management function and can play an important role in an employee's working life (Black and Lynch, 1996). Cunneen (2006) indicated that the coaching activity is natural to human beings and should happen when the performance review meetings take place throughout the year. Furthermore, training is necessary for improving the capacity and skills of an employee (Black and Lynch, 1996).

2.7.3. Stage 3: Reward Performance

According to Schneier, Beatty and Baird (1987), this stage can be broken down into three activities that include: the development of personnel, the linking of their performance to their remuneration and identifying and highlighting the results or the performance. Rahdert (1960) stated that the function of personnel development is that it ensures that the growth of employees can be accelerated further than that which would take place in a natural and normal context and this would maximize the employees' contribution to group and personal goals achievement. However, personnel development has certain development principles linked to it.

First, there needs to be personal involvement by the employee. The reason why this is the case is because all personnel development is basically self-development. It can be argued that the opportunity for development can only be valuable if the individual employee capitalizes on it at their own accord (Ying, 2012). As a matter of fact, the

South African Broadcasting Corporation can and should offer encouragement and assistance to employees, but important to remember is that research has indicated that employee activities that aim to develop an employee are more likely to succeed depending on the degree to which individuals are involved in the activities (Ying, 2012).

Second, there needs to be a mutual performance objective (Ying, 2012). The premise of any development activity even at the South African Broadcasting Corporation needs to be based on a mutual understanding and acceptance between both the employee and the organization. If a mutual and common objective is agreed on, the efforts expended will far likely succeed. The South African Broadcasting Corporation should offer universal opportunity to every employee instead of a few employees and make available opportunities only to them (Ying, 2012). In fact, it is not easy to make long-term predictions regarding the growth-potential, drive and ambition of individual employees. The third principle is individual planning.

Development is an individual initiative and should be personalized for the individual employee and the situation (Ying, 2012). Any attempts to squeeze all employees into the same development model may prove to be effort in vain. Moreover, individual development should be designed in such a way that it improves the performance on the current job firstly and then prepare the employee for promotion in the near future (Ying, 2012). Employees who receive a promotion are those that perform outstandingly having been able to prove their ability to take on more responsibilities.

The following principle is the principle of performance continuity. If an employee abandons their efforts to keep updating skills, the employee will become obsolete (Ying, 2012). More especially in recent times; where new knowledge and skills are constantly being introduced into organizations. Rahdert (1960) also points out that the other benefit of personnel development is that the employee with increased individual skills and knowledge may create more value for the organization and as a result, may receive a sense of satisfaction in the achievement of individual goals and realization of professional recognition. Alternatively, for the organization, personnel development is able to achieve a competitive advantage because of a better qualified and a more motivated staff compliment and is able to utilize advanced technology because of the effectively trained employees (Ying, 2012).

Furthermore, training activities should largely be based on performance gaps that are identified during the performance review phase (Teke, 2002). By linking all the training initiatives to identified performance gaps, the training will be concentrated, precise and pertinent. Teke (2002) indicated that relevant training and development interventions and with regular performance feedback are very important aspects for skills retention. For that reason, the training, development strategy with the performance management system process needs to be aligned closely with the overall retention strategy of the South African Broadcasting Corporation (Teke, 2002). Development programs are a reflection of the needs of succession planning and seeking to foster leadership skills. Additionally, there is a growing interest in pay-for-performance plans that are focused on small groups or teams. Small group pay plans provide monetary rewards to employees based on the measured performance of the group respectively.

2.8. THE LINK BETWEEN PERFORMANCE AND HUMAN RESOURCE MANAGEMENT

Performance management can be said to involve the alignment of human resource management practices so that employee performance and development are enhanced, with the aim of maximizing organizational performance (Boselie, Paauwe and Jansen, 2001). For that reason, it is important to note that human resource management gave birth to performance management. The reason why that is the case is because performance management is a human resource function with performance management being a tool that is used to measure the level at which the humans as a resource, are performing (Roberts, 2001). Furthermore, the fact that promotions, rewards and punishment as a human resource function should be based on quantitative evidence of performance, indicates the link between performance and human resource management because the one is a process while the other is a tool to fulfill the process.

2.9. THE LINK BETWEEN ORGANISATIONAL CULTURE AND PERFORMANCE MANAGEMENT

In order for an organization such as the South African Broadcasting Corporation to implement performance management successfully, the organizational cultural and values should be identified and calculated from early to ensure synchronization between the culture of the organization and the values that are being inculcated by the performance management (Medonca and Knungo, 1996). Hofstede, Neuijen, Ohayv and Sanders (1990) extend this notion and stated that the culture of an organization not only plays a crucial role of influencing the overall effectiveness of an organization, but also influences employee behaviour and their willingness to accept and implement the recommended change. This notion is supported by Renton (2002) who claimed that research clearly indicates that corporate culture has the ability to improve an organizations performance which is possible through ensuring effective and positive behavior by the employees of an organization.

The culture of an organization is able to promote important values and norms that lead the organization to enhanced control and coordination of performance through improved goal alignment amongst individuals and consistent performance in the organization (Marcoulides and Heck, 1993). For this reason, it can be concluded that in order to understand the effectiveness of performance management, there needs to be an understanding of employees regarding organizational performance, the impact which organizational culture devises on the implementation of performance management also needs to be understood, especially because employees are beneficiaries of performance management (Marcoulides and Heck, 1993).

2.10. POLICY AND LEGISLATION GUIDING PERFORMANCE MANAGEMENT AT THE PUBLIC BROADCASTER

The following legislation and regulations guide performance management at the South African Broadcasting Corporation (South African Broadcasting Corporation 2015:80):

- Constitution of the Republic of South Africa
- Public Finance Management Act
- Learning and Development Policy
- Employment Equity Act
- Labour Relations Act
- Treasury Regulations
- Skills Development Act
- Basic Conditions of Employment Act
- SABC Recruitment and Selection Policy
- SABC Delegation of Authority Framework
- Performance Management Policy

Figure 3: Policy and Legislation Guiding Performance Management

Source: Own illustration

2.11. DISADVANTAGES OF PERFORMANCE MANAGEMENT IN BROADCASTING

Failure to implement performance management in most organizations can be attributed to the fact that it is viewed as a forced bureaucratic chore that has very little to do with actual work (Pearse and Williams, 2009). It is seen to be implemented to merely satisfy legal mandates as a form of malicious compliance. Particular employees view the performance management system as an authority figure intended to expose faults, inadequacies and poor performance (Pearse and Williams, 2009). Supervisors are often reluctant to be engaged in the performance management processes because of its confrontational nature (Pearse and Williams, 2009). Armstrong (2009) goes further to state that the implementation of a performance management is problematic because of the complexity and difficulties involved with a sole person attempting to assess the professional performance of another person.

Sandberg (2014:78) states that: “one person’s performance is assessed by another person’s perception”. A research report on the implementation of performance management by the Institute of Personnel Management found major challenges in the manner in which performance management is conducted (Lundy and Cowling, 1996). These challenges include, but are not limited to the following:

- Pay performance that has failed to motivate employees.
- Absent indication of ownership by employee line managers;
- The perception that performance management is owned by the human resource management directorate; and
- Lack of a feedback loop.

The Public Service Commission (2011) identified the challenges which need to be addressed if the performance management system is to be used to its full potential:

- Contradictions of ratings compared to the comments made by a supervisor;
- Employees see performance management only as a monetary gain for themselves.
- Fundamental documents such as performance agreements are signed at an advanced stage of the financial year;
- Ratings are inconsistent and are confusing;
- Incorrect scoring as a result of a lack of acceptable standards used in measuring;
- Employees may refuse to be assessed for fear of scrutiny;

- There may be reluctance to take action against non-compliance;
- Supervisors are not well trained on performance management;
- Supervisors use it as a tool for punishment and not development

Some of the words used to describe performance management when it comes to public broadcasting include, immensely centralized, hierarchical in nature, and being too rule-bound. The nature of the public broadcasting sphere according to Pearse and Williams (2009) is a challenge when it comes to the implementation of performance management because it makes it difficult to hold employees accountable for their actions professionally. Classic challenges that are encountered when implementing performance management also include ensuring that all employees understand the importance of having performance management established, removing misconceptions that it is used to dismiss individuals, and that it has a negative effect on salaries and bonuses.

2.12. IMPORTANT ASPECTS OF PERFORMANCE MANAGEMENT

In order for performance management to succeed at the South African Broadcasting Corporation, there are two important elements that should be considered. These elements include training on performance management in addition to legal and ethical considerations.

2.12.1. Performance Management Training

According to Fletcher (2008), the effectiveness of performance management is mainly dependent on emphasis which is placed on training the employees. Performance management training allows individuals to not only grasp the importance of performance management, but also to understand its structure and the aim it has (Lemao, 2016). Furthermore, training on performance management assists with explaining the various forms of training used and available. It is important for the training facilitator to outline the importance of having performance management as a system and why it is a worthy activity at the beginning of each training session (Lemao, 2016).

Latham et al. (2005) stated that performance management training should not be limited to only employees. Mangers must also be trained on how to uphold objectivity and accuracy when undertaking performance management. When the organization trains managers, it will indicate that there is a high degree of commitment towards performance management. Supervisor and subordinate training will be discussed briefly in the next section.

2.12.1.1. Supervisor Training on Performance Management

Supervisors or line mangers should be trained on performance management because some supervisors may lack the confidence necessary to conduct performance interviews effectively. Fletcher (2008:101) stated that: “training should reflect the dimensions on which the appraises are to be assessed; provide exercises that will help the course participants to correctly identify the behavior relevant to each dimension and assess them appropriately; and outline the main rating/assessment errors”.

This is supported by De Cenzo and Robbins (1999) also indicated that by providing supervisor training, this reduces common errors most often encountered such as inaccuracies, leniency and inconsistencies when undertaking performance management. Jorm and Agere (2000) adds that for the training to have the desired outcome, the training material utilized should include information on the processes, benefits and principles of performance management, the development of work plans, competing and utilizing forms effectively, managing and improving unsatisfactory performance, skills development as well as conducting performance interviews.

2.12.1.2. Employee Training

For employees to be able to make a substantial contribution to successfully implementing performance management, they too have to be trained (Lemao, 2015). Research conducted by Ravhura (2006) revealed that a strong need for subordinates to be trained on performance management exists. When employees are aware of the extent to which the system can be used to improve the delivery of services, the implementation is more likely succeed and achieve its objectives. The material that is used for the training should include the same information as the supervisor training as well as information on how to respond to criticism so that there is consistency of implementation (Fletcher, 2008).

2.12.1.3. Ethical and Legal Considerations of Performance Management

During the performance management period, there are some legal and ethical principles which should be taken into consideration. These legal and ethical considerations include mutual respect, procedural fairness and transparency during decision-making (Lemao, 2015). Ethical principles ensure that the performance management progress is made in the organization and reduces the undesirable effects on employees (Winstanley and Stuart-Smith, 1996). In order for the performance management system to be regarded as legally justifiable, Hunt et al. (2000) recommends the following to take place:

- Performance assessments should be based on a pre-agreed performance contract.
- Performance assessments should only be undertaken if employees have a clear understanding of the performance standards which they need to match up to.
- Performance assessment of individual employees should be distinctly defined by individual behavioral dimensions with supporting evidence and not assessed using global measures.
- An appeal option should be available for those who do not agree with the performance results brought forward (Lemao, 2015).

2.13. THEORETICAL FRAMEWORK

Due to the diversity of dimensions relating to performance management, the motivation theory was used as the theoretical framework that guided the research report. The concept of performance management has the motivational theory as one of its theoretical underpinnings. Ray Williams defines motivation as a predisposition to behave in a focused manner to achieve a specific, unmet need and the will to achieve and the inner force that drives individuals to accomplish personal and organizational goals (Williams 2002, cited in Burton, 2012). A person needs to become motivated so they can achieve their personal goals as well as the organizational goals. Burton (2012) states that: “The more motivated an employee is, the more likely they are to have organizational commitment and identify themselves with the organization”. There are numerous sub-theories that contribute to the motivational theory, with the goal setting theory being one of them and arguably being the most relevant for this research report (Bateman and Zeithaml, 1993).

A goal in this context is defined as what an individual is logically trying to do or to achieve, thereby affecting behavior at work through job performance (Lunenburg, 2011). Locke and Latham (1991) also state that goals are able to direct the action and the attention of an employee. Challenging goals lead to mobilized energy and increase persistent effort by an employee (Locke and Latham, 1991). They also motivate people to develop strategies that will enable them to perform at the required levels at work, and also personally. As accomplishing a goal is likely to lead to employee satisfaction and further motivation, failure to achieve a goal can also lead to frustration and lower motivation (Lunenburg, 2011).

The goal setting theory claims that motivation relies on goals that direct an employee’s attention and effort toward activities that are goal-relevant while regulating efforts, tasks, persistence and action plans (Kinaki and Kreitner, 2009). The goal setting theory has been used to explain increased performance among organizational individuals, teams, and the organization in Australia, Canada, the Caribbean, England, Japan (DuBrin, 2004), Germany (Bipp and Kleingeld, 2010), Spain (Morelli and Braganza, 2012), and

Sweden (Thorgren and Wincent, 2013). A properly thought out and participative plan of action, including a detailed roadmap for navigational success, was deemed critical for the success of organizations seeking to survive in modern swiftly evolving technologically driven marketplaces in which the human factor can make, break, or exceed performance projections (DuBrin, 2004).

Furthermore, it is important to indicate that there is a direct link between the goal setting theory and performance management. The link is that performance management concerns predetermined goals that need to be achieved by employees by the end of the performance period (Kinaki and Kreitner, 2009). The goal setting theory on the other hand directs an employee’s attention and effort towards the activities that are goal relevant. So, the link is the fact that performance management seeks to establish and monitor the goal achievement by the employee while the goal setting theory advocates that employees need to be motivated in order for goals to be achieved. This will benefit the organization because if employees meet their goals as per the performance management system used by the South African Broadcasting Corporation, the organization as a whole will have achieved its mandate which is to entertain, educate and inform the South African population respectively (South African Broadcasting Corporation, 2016).

2.14. ROLE PLAYERS INVOLVED IN PERFORMANCE MANAGEMENT

The various role players involved in performance management will be discussed below. They include employees, the employee supervisor, and the human resources department as well as employee trade unions.

2.14.1. Employees

First, an employee can be regarded as one of the main role players when it comes to an organizations performance. An employee’s role in the performance management system involves understanding and supporting the system by firstly being willing to participate in setting the performance standards and expectations (Lemao, 2015). Second, the employee has a role of being realistic when undertaking self-assessment and being reasonable in accepting performance feedback that they receive from their supervisor irrespective of whether the feedback is negative or positive (Lemao, 2015). Third the employee should call much attention to biases, inaccuracies and job changes that may affect the performance management system of the organization. Lastly, an employee needs to take responsibility for performance improvement initiatives if necessary (Fukuda, 2014).

From a practical perspective, all employees should play an active role in performance management in order to achieve performance excellence. This includes, but is not limited to taking full responsibility for their own continuous performance improvement, development and promotion (Lemao, 2015).

2.14.2. Supervisors

Employee supervisors play a very crucial role when it comes to performance management. Supervisors are able to achieve performance results through people and therefore need to manage the performance of their people to ensure effectiveness (Lemao, 2015). It is through the performance management system that supervisors are able to do this. During the planning and performance agreement stage, a supervisor's role is to agree with subordinates on their different roles, goals, personal-development plans and their performance improvement plans (Lemao, 2015). The achievement of predetermined objectives should then be monitored against a plan throughout the year while providing continuous feedback and coaching as necessary (Armstrong, 2009).

The role of the supervisor in performance management can be regarded to involve the following:

- Ensure that employee performance is linked to the overall objectives of the organization.

- Ensure that all employees understand what is expected of them by setting a clear performance standard, expectation, target and goals for subordinates.
- Making a frequent assessment of subordinate performance
- Provide regular and up to date feedback of the subordinates' performance
- Mentor, coaching and counsel subordinates if and when it is necessary
- Keep an accurate record of each subordinate's performance
- Capacitate all employees by means of facilitating and providing the required resources and training (Armstrong, 2009).

This sentiment is supported by Leonard and Hilger (2009) who state that an employee's supervisor has the responsibility of evaluating the performance of a subordinate and to also establish subordinate performance expectations regarding standards. It can also be argued that it is the responsibility of a supervisor to not only provide regular feedback on subordinate performance, but to maintain a detailed record of the performance of the subordinate (Leonard and Hilger, 2009).

2.14.3. Trade unions

Based on the Labour Relations Act (66 of 1995), trade unions are said to be representative and legitimate bodies that are entrusted with the responsibility to ensure that the performance management system is designed and executed in accordance with fair labor practices. The role of trade unions in the performance management process is to represent the interests of their members as effectively as possible (Lemao, 2015). This representation is applicable both at the policy phase as well as the facilitation phase of performance management. If employees are dissatisfied with the process or feel that performance bonuses were not awarded objectively and to deserving employees, trade unions have the responsibility of bringing this matter to the attention of organizational management (Lemao, 2015).

2.14.4. Human Resources Department

The overall administrative responsibility of performance management rests with the human resource department. They have a task of co-coordinating the performance management system of the entire organization. The human resources department, as stated by Barton (1994), should perform the following duties:

- Conduct research on the organization's performance management needs
- Develop performance management systems with forms and a policy in consultation with line managers, labor union representatives and employees
- Provide performance management training for employees and supervisors
- Create a time frame for completing and returning of performance forms.

The role of the human resource department is to design and monitor the performance management system, train employees that are involved in implementing performance management and collect; then store performance data for future reference (Lemao, 2015). After having completed the performance cycle, it is important that the human resources department does an analysis of the performance information resulting from the assessment. This will allow them to identify and investigate job performance problem areas. The outcome of the investigation will be the one to determine the action taken whether to reward excellent performance or to discipline and correct poor performance (Lemao, 2015).

The Public Service Commission (2007) stated that it is crucial that the progress of individuals from a performance perspective is monitored and recorded and monitored. Although performance management is a function that is known to lie within the human resources department, in most organizations, from the above it can be determine that supervisors play an important role in the performance management process. On the other hand, the human resource department merely plays a supportive role to both the supervisor and the subordinate (Lemao, 2015). Their role is important for successfully implementing the performance management system.

2.15. MANAGEMENT OF PERFORMANCE MANAGEMENT OUTCOMES

The outcomes that are created by a performance management process need to be managed irrespective of whether they are satisfactory or unsatisfactory.

2.15.1. Management of unsatisfactory performance outcomes

Managing unsatisfactory employee performance is not an easy task. This is the reason why most supervisors in organizations wither ignore under performers or furnish them with a low score during the assessment period (Lemao, 2015). The reasons for low performance need to be identified effectively in order for the supervisor to develop a productive method that will respond to the performance needs of the employee (Lemao, 2015). Numerous reasons for unsatisfactory performance exist and included in these are recruitment process mistakes, unclear expectations, a poor job fit, pitiable supervision, a lack of communication, poor training, poor development and in many instances, personal issues (Lemao, 2015). Methods such as coaching, counseling, job rotation and online training can be used by a supervisor to address unsatisfactory performance of an employee. In essence, Agarwal (2014), states that unsatisfactory performers should be given a fair opportunity to prove their merit and value to the organization.

Poor performance is known to be costly to the organization and has a negative overall impact (Erasmus et al. 2005). Public Service Regulations Act states that there are two ways in which poor performance can be dealt with, namely discharge and corrective measures for unfitness or incapacity to perform. Erasmus et al. (2005) states that in the instance that an employee underperforms, the employee’s supervisor is expected to enforce corrective measures in an attempt to provide assistance to the employee. These corrective measures can include either systematic remedial or development support such as designing a personal development plan, setting clear performance standards, coaching and training (Lemao, 2015). Only when an employee continues to underperform, can a supervisor sanction the employee for unfitness or incapacity to perform their predetermined duties (Lemao, 2015).

Lockett (1992) affirms that constructive criticism is necessary when an employee underperforms on predetermined performance requirements. Constructive criticism helps an employee to learn from their mistakes without losing their confidence (Lockett, 2015). Constructive and effective criticism from the supervisor is able to improve the performance of the employee without impairing motivation of that employee. Constructive criticism should be fair enough to identify both satisfactory and unsatisfactory performance by the employee (Lockett, 2015). Criticism should also be specific and clear enough so the employee knows what to do in order to improve their performance going forward.

Lastly, it should seek for solutions to be agreed on rather than only blaming the employee. Jackson and Schuler (2000) go further to argue that sometimes even post training, warming and counseling there is no improvement in performance. As a last resort, the supervisor should consider restructuring, transferring or termination of the services of the employee (Jackson and Schuler, 2000). Because of the negative state of performance at the South African Broadcasting Corporation, it is necessary, now, more than ever, that underperformance is managed accordingly.

2.15.2. Management of satisfactory performance outcomes

In as much as it is difficult to manage unsatisfactory performers, managing satisfactory or high performers can be equally challenging because high performers tend to make difficult tasks seem simple. The supervisor then begins to believe that the work done by the subordinate is easy and begins to take good performance for granted (Agarwal, 2014). Often times, the supervisor may overburden high performers by not allocating work appropriately to low performers because of the confidence they have in the high performers (Agarwal, 2014). It is only through recognition that employees will know the value of the work that they do for the organization. An increase in morale, confidence, and job satisfaction will result ultimately from recognition by the supervisor.

There are multiple ways in which recognition can be given to employees for good performance. First, employees can be given performance bonuses. Second, employees can be granted a pay progression (Erasmus et al., 2005). Third, non-financial rewards such as time off can be allocated to an employee that performs well (Erasmus et al., 2005). Performance bonus refers to compensation received by an employee for achieving the goals of the organization. This compensation is usually a once-off cash reward. The amount an employee is given depends on the points scored, while the eligibility is determined by either policy or the measuring instrument used by the organization.

Pay progression on the other hand is determined by the score achieved as set out in the measuring instrument policy (Lemao, 2015). Pay progression refers to a movement to the next highest package in the remuneration bracket (Erasmus et al, 2005). Wright (2004) adds that pay progression is usually linked to an assessment of performance and the skills that an employee applies in performing their professional duties. This seeks to suggest that organizations pay employees for developing their skills and expertise which will benefit the organization in the long run (Lemao, 2015).

It is clear from the above arguments that authors believe that tangible rewards will convince exceptional performers to continue to strive for excellence when executing their professional duties. However, Armstrong (2012) states that even though money is a primary motivation for performance, it is not enough to motivate high performers. The satisfaction that is derived from money is short-lived in many instances (Lemao, 2015). Therefore, it is important that money is reinforced with intrinsic and extrinsic non-financial rewards that are due to the employee having worked hard. Non-financial rewards require organizations to think of more creative ways to value good performance (Lemao, 2015). Some of the rewards which can be given include paid leave, holidays, bursary schemes, increased independence and acknowledgement in official publications or award ceremonies (Erasmus et al, 2005). Lockett (1992) refers to this as crediting.

Crediting is the skill of allocating recognition to employees whose performance played a big part in assisting the organization to meet its predetermined objectives (Lockett, 1992). It is not vague and includes more than a token gesture. Implementing crediting properly provides specific information to employees about their performance and enables them to know that their achievements are appreciated and not taken for granted.

Lockett (1992) states that supervisors should guard against overusing crediting because it may become devalued by employees. It should only be used when employees exceed or consistently meet their performance requirements and when they perform at a level higher than usual. Agarwal (2014) places emphasis on the fact that in the process of encouraging and rewarding high performers, supervisors should ensure that these employees do not become arrogant. They must know that no individual is bigger than the organization and that they still need to work with the team in achieving the objectives of the organization.

2.16. THE BALANCED SCORECARD: A TOOL TO MEASURE PERFORMANCE

2.16.1. Introduction

Numerous performance management tools have been developed in order to examine a company's performance level. However, the balanced scorecard, as one of the tools is used frequently because it incorporates a variety of non-financial and financial indicators when creating a holistic depiction of an organization's performance (Fryer et al., 2009).

The Balanced Scorecard is a "management framework" which calculates the operations and economic performance of organizations such as the South African Broadcasting

Corporation (Ingram and McDonnell, 1996). With the balanced scorecard tool, the use of financial measures is highly discouraged. What is recommended rather is non-financial measures are used to measure company performance in order to reach a balance between non-financial and financial indicators (Lawrie *et al*., 2004). Non-financial indicators could include, but are not limited to; employee turnover, customer retention, and the number of products that are developed by the organization (Amaratunga *et al.*, 2001; Bourne *et al*., 2003). De Waal (2007:71) added a notion of “organizations needing to combine financial and non-financial measures because the strict dependence on a single measure skews the performance results dramatically”.

The balanced scorecard should be used for the reason of being able to produce a more balanced view when it comes to an organizations overall performance; not that just that of the employees (Simmons, 2008). On that note, it is important to note that the balanced scorecard makes use of four perspectives when it comes to performance measurement and will be discussed next.

2.16.2. Perspectives of the balanced scorecard

There are various perspectives that exist when coming to the balanced scorecard and include the following:

- First, the financial perspective: focuses on the profitability, the solvency and the liquidity of a company which is the South African Broadcasting Corporation (Sharif, 2002).
- Second, the customer perspective: seeks to measure the level of customer satisfaction which is the South African public in this perspective (De Waal and Coevert, 2007).
- Third, the learning and innovation perspective: the aim in this regard is to determine the extent to which the organization provides development and training for its employees and the degree to which innovative broadcast service and products are introduced by the organization and the level to which the organization is able to develop its capacity for future growth (Sharif, 2002).

- Fourth, the internal perspective: relates to key internal business operations such as planning, decision-making and communication etc. (Ingram and McDonnell, 1996; Sharif, 2002; De Waal and Coevert, 2007).

2.16.2.1 The Financial Perspective

In terms of performance management, the financial performance measures provide an indicator of whether an organization's strategy formulation, implementation and output contribute to the bottom-line improvement of the organization as a whole (Phillips, 2005:220). The main difficulty experienced with the financial indicator perspective is that it concentrates too much on the profitability of a company failing to indicate the actual costs involved in capital acquisition and maintenance. In response to this, organizations have gone forward to include the economic value-added measure in order to provide a clearer status of the value-creation capability of the company (Sureshchander and Leisten, 2005).

To improve the challenge indicated above, parastatals such as the South African Broadcasting Corporation have recently put in place interventions such as research and development, quality management along with customer retention strategies (Prowse and Prowse, 2010). These measures of are regarded as non-financial in nature (Brudan, 2010).

2.16.2.2 The Customer Perspective

The customer perspective of the balanced scorecard prioritizes the company's capacity to provide deliver quality services and goods to its customers which is the South African public in this context. With regard to the public broadcaster, the emphasis should be on the delivery of quality radio and television content to meet the content needs and expectations of citizens (Amaratunga *et al.*, 2001). Soltani *et al*. (2003) also stated that citizens need to be actively involved in setting the expected level or standards of performance. Soltani *et al*. (2003) also stated that citizens also need to be involved when evaluating the efforts made to determine the performance standards to ensure that enough effort is given. This exercise will avoid circumstances whereby employees are rewarded for their performance without having performed at the level that is expected by customers (Bourne *et al.,* 2003).

2.16.2.3 Internal Business Process Perspective

The internal business processes perspective is about the ability of an organization to lead as a corporate citizen and to promote ethical conduct in all of its activities (Sureshchander and Leinsten, 2005). Amaratunga *et al.* (2001) stated that the internal business process measures should link to the overall corporate objectives of the organization. By linking the internal business process measures to a company's corporate objectives, clarity is created about performance targets that need to be achieved, decisions that need to be made, the relevant employee actions that should be taken and the required improvement initiatives that should be undertaken (Amaratunga, 2001).

2.16.2.4 The Innovation and Learning Perspective

It can be argued that the success of internal business processes depends on adequately skilled and motivated employees (Sureshchander and Leinsten, 2005). The organization should ensure that it has sustainable growth for the future to be able to survive and be a going concern. Such is only achievable if the organization creates opportunities for its employees to learn; this is one of the pillars of performance management. If employees are properly skilled, trained, the organization will succeed even if it introduces new services (Bourne *et al*., 2003). Organizations should rather try and rely on a mix of hard and soft measures when measuring the performance. The performance measurement practices should try by all means to blend qualitative and quantitative measures in order to ensure that a balanced measurement is undertaken. Furthermore, key stakeholders should be involved in the performance measurement process (Holloway, 2009).

In fact, performance measurement should be measured on aspects such as quality, effectiveness, efficiency, timeliness and costs**.** The manner in which the Balanced Scorecard can be effectively implemented is the focus of the next discussion.

2.16.3. The Value of the Balanced Scorecard

Krause, (2003) states that organizations that reported using the balanced scorecard have seen improvement in the planning and the budgeting processes; the allocation of resources was in line with the corporate strategy; the strategic learning in these organizations was improved and the company bottom line was also improved. The balanced scorecard is regarded as a useful performance measurement tool to ensure that strategic objectives of the organization are linked with the objectives in all the levels of an organization (Krause, 2003). In this way the balanced scorecard serves as a strategic planning tool for organizations to be able to operate (Thorpe and Beasly, 2004).

Organizations that make use of the balanced scorecard are more successful at facilitating change in the business environment compared to those that do not make use of it (Sharif, 2002). The balanced scorecard needs managers at the top, middle and lower levels to generate discussions around the vision and mission of an organization. Discussions about the vision and the mission of an organization create channels of communication across the organization (Sharif, 2002).

The balanced scorecard plays an important role in organizations as follows:

- It ensures that there is continued training and development of employees.
- It creates a link between performance measurement and the performance reward systems.
- It ensures that managers are able to prioritize customer satisfaction (Anderson *et al*., 2006).

In summary, the balanced scorecard enables the organization to balance organizational and employee performance. It promotes communication on vital operations that ensure the achievement of predetermined goals.

2.17. CONCLUSION

This chapter undertook a literature review on performance management. It discussed the basics of performance management such as the definition of performance management, the different perspectives of performance management and the different role players of performance management. This chapter also discussed the theoretical framework that was selected when undertaking the research and processing the data. Furthermore, this section discussed the balanced scorecard as a tool that is used to undertake performance management at the South African Broadcasting Corporation. The next chapter discusses the research methodology that was used to gather the research data.

CHAPTER 3
RESEARCH METHODOLOGY

3.1. INTRODUCTION

The main aim of a research methodology as per Cohen et al. (2007) is to assist a researcher in understanding the process of scientific inquiry. Kothari (2004:8) defines research methodology as: “A way to systematically solve various research problems and is a science of research reporting how research is done scientifically.” Research methodology includes the various steps and methods to be used by a researcher to research report the research problem identified. It also seeks to gather quality data to help answer the main research question. However, research methodology is not limited to research steps and methods only, but also takes into account the rationality behind the methods chosen by the researcher and why a particular method or technique will be utilized instead of another.

This research methodology section will explain the research methodology that was adopted for this topic, the research design that was used, how data was collected, how the data was analyzed, how the validity and reliability of the research report was assured, as well as the ethical considerations that were taken into account when undertaking and reporting on the research conducted at the South African Broadcasting Corporation.

3.2. RESEARCH APPROACH

The research approach refers to the manner in which a researcher decides to proceed with the research process (Wagner et al., 2012). The selection of the research approach is dependent on a number of factors such as the main research question and the theoretical framework of the research (Lemao, 2015). The methodology that was used for this research is the qualitative research methodology. The main reason for having selected this research approach is that the research report aims to find answers by exploring and also seeking to understand the behavior and perceptions of employees of the South African Broadcasting Corporation and by describing their lived experiences as respondents in a certain situation which in this case is performance management (Wagner et al., 2012).

When it comes to undertaking research, there were two basic approaches available to the researcher namely the qualitative and quantitative approach. The two research approaches are different in the following areas namely: the philosophical roots, the focus of research, the related phrases, the goals of the investigation, and the mode of analysis following data collection (Lemao, 2015). The specific focus of quantitative research is on the measurement of quantity and emphasis is placed on how much and how many; specifically, things that can be counted (Lemao, 2015). On the other hand, the focus of qualitative research is on the nature, quality and the essence of phenomena (Wagner et al., 2012). Quantitative research is said to have its philosophical roots in positivism, while qualitative research is generally associated with phenomenology. The phrases that are associated with quantitative research include statistical, experimental and empirical (Lemao, 2015).

Those that are associated with qualitative research include naturalistic, ethnographic, fieldwork, grounded as well as constructionist. The goal of investigation in quantitative research is usually to predict, confirm, control and test hypothesis, whereas qualitative research aims to understand, describe, find quality meaning and to generate a hypothesis at the end of the research (Merriam, 2009). Quantitative research employs a deductive mode to data analysis while qualitative research employs an inductive mode of data analysis (Merriam, 2009).

According to Brynan (1995), the four main characteristics of qualitative research are that:

- Qualitative researchers provide a very detailed description of the social setting which is being investigated;

- Qualitative researchers view phenomena from the perspective of the individuals being studied;
- Qualitative researchers take a closer look at how all parts work together; and
- Qualitative researchers are responsive to the context.

The greatest strength of the qualitative research approach is that it is opulently and extensively descriptive in its nature. Qualitative research allows the researcher to become immersed in the lives of the participants as natural as possible. With the qualitative approach, the researcher becomes an instrument through which the data is poised, analyzed, interpreted and presented (Wagner et al., 2012). The main aim of qualitative research is to gain an understanding of social processes (Wagner et al., 2012).

3.3. RESEARCH DESIGN

Wagner et al. (2012) defines a research design as a form of blueprint which a researcher follows in conducting the research. Research design in social research determines how the research will be conducted. Furthermore, it informs the choice of methodology, data collection method and also the data analysis techniques that will be used (Wagner et al., 2012). The exploratory research design was employed in this specific research. Marlow (2005) defines exploratory research as a form of research undertaking which generates initial insights into the nature of a topic and develops questions that will be investigated by more extensive studies in the future. Exploratory research is regarded as a prelude to a more detailed research report, but can also be important for research in its own right at this particular stage (Alston and Bowles, 2003).

In exploratory research, a large amount of unstructured data is normally collected in order to explore a new topic or to respond to new issues by breaking new ground by means of researching new problem areas, to work on topics having very little information around it and to gain a broader understanding of a particular person, a particular situation or community (Mitchell and Jolley, 2010).

Much research has been conducted on performance management in the private sector, but research that attempts to capture the perceptions of employees regarding performance management at the South African Broadcasting Corporation as a parastatal still needs to be undertaken. This is vital in an attempt to ensure that the perceptions of employees are taken into account when managing the performance management system of the South African Broadcasting Corporation.

The fact that qualitative research tries to approach reality without any preconceived ideas and pre-structured models, methods and patterns gives rise to the opportunity for new, original and realistic important information from the South African Broadcasting Corporation (Wagner, Kawulich and Garner, 2012). The population to be used is small and as such the researcher has adequate time to explore and understand the questions to be asked to the respondents for a realistic report and presentation of research results. This research approach will yield results that can be helpful in pioneering new methods and approaches regarding performance management at the South African Broadcasting Corporation; an important public entity within its own right.

3.4. DATA COLLECTION METHOD

In order for data collection to take place, a variety of tools are available to the researcher. Data can be obtained from both primary and secondary sources of data (Wagner, Kawulich and Garner, 2012). The research report undertook a primary data collection method. Primary data refer to information obtained first hand by researcher on the variables of interest for a specific purpose of the research report (Wagner, Kawulich and Garner, 2012). Basically, it is about gathering the information from those people who witnessed an incident first hand or those that have a direct stake or shareholding in the case research report being studied. In this instance, primary data was gathered from employees of the South African Broadcasting Corporation who are beneficiaries and participants of performance management respectively. There were mainly five methods for primary data collection available to the researcher:

- Questionnaire;
- Survey;
- Interview;
- Focus group discussion; and an
- Observation

For the purpose of this research report, a questionnaire was used as the main tool for collecting primary data from employees at the South African Broadcasting Corporation. This is because the following advantages exist for personally administered questionnaires. Firstly, a questionnaire makes it possible for the researcher to gather data from a vast number of respondents simultaneously which in this case is staff at the South African Broadcasting Corporation belonging to junior management level (Trochim and Donnelly, 2006). Secondly, a higher response rate can be ensured by using self-administered questionnaires (Huysamen, 1998). The fact that the researcher is an employee of the South African Broadcasting Corporation increased the response rate. Thirdly, the anonymity of respondent, something very important, was also guaranteed because the questionnaire was designed in such a way that the respondents do not complete their personal details on the questionnaire itself (Wagner, Kawulich and Garner, 2012).

Fourth, a questionnaire was relatively inexpensive to administer in terms of time and financial resources (Wagner, Kawulich and Garner, 2012). Lastly, there is no bias and this will help ensure that the data is gathered as independently as possible to reflect the truth about perceptions that employees have regarding performance management at the South African Broadcasting Corporation (Wagner, Kawulich and Garner, 2012). The questionnaire was issued to employees that form part of junior management level. Junior management employees can be explained as reporting directly to middle management and report administratively to the head of the specific department in which they are employed. Furthermore, junior management is the link between line staff and middle management which is tasked with implementing strategic instructions as formulated by senior management. The salary of a junior manager is about R610 000 per annum.

Furthermore, a total of 62 questionnaires were issued to junior management employees across the organization. This number constitutes about 10% of employees belonging to the junior management level of the South African Broadcasting Corporation. As indicated, the reason to choose junior management employees was to ensure that the research scope is not too broad when undertaking research fieldwork. The questionnaire itself had open and close ended type of questions (Wagner, Kawulich and Garner, 2012). An example of a closed ended question included:

- Do you feel that your supervisor has an understanding of performance management?

An example of an open-ended question to be used may include:

- What do you feel can be done to improve performance management at the South African Broadcasting Corporation?

3.5. DATA ANALYSIS APPROACH

To enable data to answer the main research question, it is important that a suitable data analysis approach be adopted. For this research report, a thematic analysis approach was used to analyze data. The reason why a thematic analysis was selected is because a thematic analysis is able to assist the researcher to make sense of the data and find insight in order to give an accurate report of employee perceptions regarding performance management (Guest, Namey and Mitchell, 2013). This goes back to the qualitative research approach that seeks to present information through the perception of the respondents and not that of the researcher (Wagner, Kawulich and Garner, 2012).

A thematic analysis has been described as a process for encoding qualitative information and can also be regarded as somewhat a bridge between languages of quantitative and qualitative research (Boyatzis, 1998). The encoding of information requires direct identification of a specific code or theme that comes from the data collected by the researcher (Boyatzis, 1998). This code may be regarded as a list of themes; qualifications or indicators that are causally related or in-between the two forms (Boyatzis, 1998).

For the purpose of the proposed research, themes were identified manually from responses to questions posed in the questionnaire. The Literature reviews and relevant theories as well as data collected informed the identification of themes. The identification of themes manually is important because it ensures that when the data is being processed, the themes that appear will be reflective of the data collected and will ensure that the distortion of data is minimized as much as possible. By having employed a thematic analysis, the researcher was able to manage the data more effectively given that the data was systematically categorized and is report given to answer the main research question of this particular research report. From a practical perspective, the thematic analysis allowed the researcher to analyze the data so that a certain trend in the information can be identified. This trend then forms a theme hence the name “thematic analysis”. This allowed the researcher to be able to give a report about the data that was collected allowing for a conclusion to be made from the data that has been collected using a questionnaire.

As indicated, the researcher developed a questionnaire that was distributed to 62 junior level employees of the South African Broadcasting Corporation. This 62 constitutes 10% of junior management employees who are a total of 620 employees. From this perspective, data analysis was undertaken through a thematic analysis in order to present the findings accurately. However, only 51 questionnaires were received and were able to be used in analyze the data. In order to contextualize the research, each questionnaire was numbered after receiving it and the response will be quoted as per the respondent number. This also helps to guarantee that the identity of the respondents is maintained beyond reasonable doubt.

3.6. ETHICAL CONSIDERATIONS

Research needs to be based on ethics. For that reason, it is important to mention that the researcher will uphold ethics when undertaking the research. According to Cooper and Schulder (2006), ethics are norms or standards of behavior that guide moral choices about our behavior and our relationship with others. The goals of ethics in research are to ensure that no-one is harmed or suffers adverse consequences from research activities.

The research will be conducted from a neutral perspective. The names and positions of participants will remain anonymous and the research will be undertaken professionally and academically. The aim of the research is to contribute to the academic fraternity and for that reason, nothing will be done that will undermine the ethics that need to drive the research. The researcher will ensure that the following ethical conduct principles are upheld:

- Whenever direct contact is to be made with a participant to seek request participation, the research report's benefits will be discussed, being careful to not overstate or understate them.

- Informed consent will be secured from participants by disclosing the procedures of the proposed survey or other research design before requesting permission to proceed with the research report.

- All participants have a right to privacy and such will be respected by guaranteeing anonymity.

3.7. VALIDITY AND RELIABILITY

Validity and reliability speaks to those measures taken by a researcher to ensure that the information that is received is valid and that the outcome of the research is credible (Creswell and Miller, 2000). According to Bhattacherjee (2012), when it comes to qualitative research, validity and reliability can be established through an alternative set of criteria that is used to judge trustworthiness. The four criteria that need to be met to prove trustworthiness include credibility, dependability, transferability and the ability to be confirmed (Lemao, 2015). Dependability as the first criterion is similar to reliability in quantitative research. Qualitative research is considered to be dependable if the same set of evidence, when used by different researchers at a different time to discern the exact same phenomenon, will ensure that the researcher will come to a similar, if not same conclusion (Bhattacherjee, 2012).

In order to assure dependability, an audit trail was kept of questionnaires to form an evidence base. Individuals external to the project such as peer reviewers should be provided with detailed information about the methods and processes used on data gathering and processing (Creswell and Miller, 2000).

The second criterion for establishing trustworthiness is credibility (Lemao, 2015). When dealing with qualitative research, credibility is consistent with internal validity. Qualitative research is considered to be credible if the reader finds its interpretations to be believable and makes sense (Bhattacherjee, 2012). The two methods that are commonly used when establishing credibility were used by the researcher during the research process. The checking of members transfers the validity process from the researchers to the participants. This means that the researcher takes the data as well as its interpretation back to the questionnaire respondents for confirmation of the narrative that will be presented (Creswell and Miller, 2000). All the people that participated in the questionnaire were given an opportunity to do so as the researcher had access to them on a daily basis.

Triangulation involves using multiple sources of data, data collection methods, theories and instigators to substantiate the emerging findings (Lemao, 2015). Triangulation aims to organize data in order to identify common themes and disregard overlapping areas (Creswell and Miller, 2000). Another criterion for establishing trustworthiness in research is the ability to conform the claims that are made. Confirmability can be regarded as being similar to the notion objectivity in quantitative research (Bhattacherjee, 2012). For the research to be confirmable, the researcher provided as much details as possible of the background so that facts are able to become confirmed even by someone that’s not undertaking the research themselves.

3.8. CONCLUSION

This chapter provided a discussion and explanation of the research methodology that was used in gathering the research data. Elements such as the research approach, the research design, the data collection method, and the approach to data analysis were discussed. This section also clarified the ethical considerations of the research report followed by a discussion on research validity and reliability. The next chapter presents and analyzes the research findings.

CHAPTER FOUR
FINDINGS OF THE RESEARCH REPORT

4.1. INTRODUCTION

This chapter presents the research findings as per the methodology explained in the previous chapter of this research report. It begins by providing an overview of the demographic profile of the questionnaire respondents. The themes that emerged from the questionnaire process will then be presented accordingly. As mentioned in the methodology, 62 questionnaires were distributed, but only 55 were received and of that 55, only 51 were able to be used for this research. The other 4 of the respondents indicated in the questionnaire that they were no longer junior managers which automatically disqualified them since the sample is employees on the junior level.

4.2. PROFILE OF QUESTIONNAIRE RESPONDENTS

This section presents the details of the sample that was used to undertake the research. It will indicate and summarize the demographics of the 51 questionnaire respondents in terms of:

- gender,
- employment level,
- the number of years employed at the South African Broadcasting Corporation
- highest level of education which the respondents indicated that they possess.

In terms of the gender distribution, the results indicated that 57% of questionnaire respondents are male and 43% are female. Secondly, the target group of this research was junior managers and so the responses used are junior level managers at the South African Broadcasting Corporation. This result was achieved because the questionnaires were only distributed to employees that form part of the junior level of management of the South African Broadcasting Corporation as the target group.

Third, the following responses were received regarding the duration of employment of respondents at the South African Broadcasting Corporation:

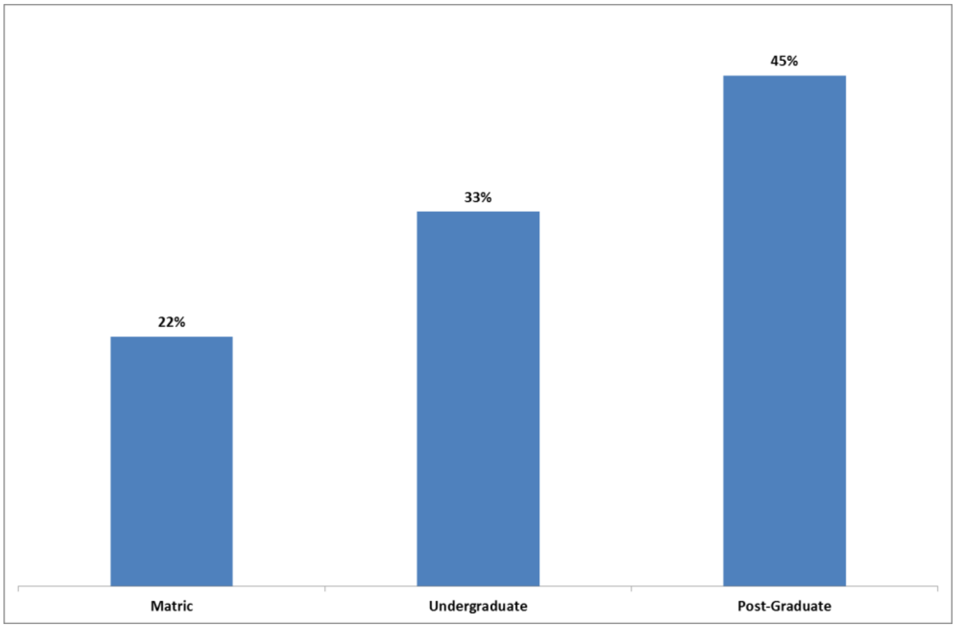
Table 1: Duration of employment at the South African Broadcasting Corporation

Years at SABC	Respondents
0 - 4	17
5 - 9	19
10 - 19	11
20 - 29	2
30+	2
Total	**51**

Source: Own illustration

In terms of the highest level of education obtained, the respondents indicated the following:

Figure 4: Respondents' Level of Education



Source: Own illustration

4.3. FINDINGS FROM QUESTIONNAIRES ISSUED

In order for data to be presented, it is important that the correct approach be used to analyze the data. This will allow the data to be presented as accurately and objectively as possible and answer the main research question. For the purpose of this research report, a thematic analysis approach was used when analyzing the data. The reason why a thematic analysis was chosen is because a thematic analysis is able to assist the researcher to make sense of the information and find insight in order to give an accurate report of employee perceptions regarding performance management at the South African Broadcasting Corporation (Guest, Namey and Mitchell, 2013).

For the purpose of this research report, themes were identified manually from the responses received to questions posed in the questionnaire. By the researcher manually identifying themes is important because it ensures that when the data is being processed, the themes that appear will be reflective of the data collected. This will ensure that any risk of data distortion is minimized. By having a thematic analysis, the researcher will be able to effectively manage the data as it will be categorized and provide an answer to the main research question of this research report.

The following themes arose when the research data was being analyzing and will enable the researcher to be able to answer the main research question:

- Respondent's understanding of performance management
- Challenges facing performance management at the South African Broadcasting Corporation
- Perception of respondents regarding their supervisor's understanding of performance management
- Respondents' understanding of the mission and vision of the South African Broadcasting Corporation
- Respondent's level of training on performance management

- Respondents perception of support rendered by the human resources department on performance management
- The rate at which quarterly reviews are undertaken according to respondents

4.3.1. Respondent's understating of the concept of "performance management"

The main concept of this research is "performance management" and respondents were asked about their understanding of performance management in the questionnaire. This will allow the researcher to be able to determine whether respondents received training on performance management as is one of the themes that was identified. From a theoretical perspective, there are many official definitions of performance management, but all of them are centered on the characteristics of performance management being a "system, being a measuring activity, creating targets, rewarding of employees and setting goals". The official definition of performance management in this context is performance management being a systematic way in which the performance of an employee is measured against predetermined goals and is about reaching a specific target that is set in advance (Anderson, 2006).

These keywords of:

- system,
- measurement of activity,
- targets,
- goals
- reward

form the sub-themes of this section. The responses that were received centered on the keywords of "system, measure, targets, goals and reward." The use of these keywords provides an indication to the researcher that the respondents have an understanding of the concept of performance management. This is especially because the majority of respondents used the subtheme keywords when they defined the concept of performance management. Evidence of respondents having an understanding of performance management is that respondent 1 indicated that “performance management is an exercise that is used by the organization to measure the performance of employees against performance targets that are set at the beginning if the financial year.”

- Respondent number 2 went further to indicate that “performance management is a systematic tool or mechanism that is used by the South African Broadcasting Corporation to ensure that all employees fulfill their contractual duties and this mechanism can be regarded as an accountability mechanism”.

- Respondent number 3 stated that performance management is “an ongoing discussion between an employer and employee in support of achieving goals and targets”.

Respondent number 7 responded by saying that performance management is “an ongoing process of communication between supervisor, manager and employee that takes place throughout the year in support of accomplishing the strategic objectives of the company”. In this case, the company is the South African Broadcasting Corporation. Furthermore, respondent 15 indicated that “performance management is intended on ensuring that the organization is able to achieve its objectives by managing the performance of employees and ensuring that they achieve their objectives.”

- Lastly, respondent 9 stated that performance management is “a tool that is used by an organization to measure the performance level of the organization against predetermined objectives of both the organization and that of the individual and seeks to reward employees that reach their goals”.

From the responses received it can be seen that employees have an understanding of performance management because the definition itself is centered on the keywords of “system, measure, target, goals and reward”. As indicated, these keywords were used as subthemes to indicate that respondents have an understanding of performance management as a concept. After having analyzed all the data, the responses were similar and the ones quoted above are a representation of all the responses. Lastly, one of the research questions was whether or not, employees understand performance management; and it is clear that this research question was answered with a positive response to say that respondents do understand performance management and its intention for the South African Broadcasting Corporation.

4.3.2. Challenges facing performance management at the South African Broadcasting Corporation

As indicated above, employees generally have an understanding and comprehension of performance management. However, the theme of the various "challenges of performance management" was identified when analyzing the data and it is for this reason that the researcher deemed it fit to present these challenges. The abovementioned challenges of performance management at the South African Broadcasting Corporation have been highlighted by respondents and these sub-themes are:

- a lack of financial reward to those that do perform,
- a lack of employee buy-inn to performance management,
- inconsistent implementation of the performance management policy and
- Unfairness of the system.

4.3.2.1. Lack of Financial Reward

The first challenge that was indicated by respondents is that employees do not receive financial reward for having achieved their performance targets. Respondents indicated that this means that there are no performance bonuses that are paid to employees if and when they achieve their predetermined objectives at the end of the financial year. This sub-theme stood out because one of the objectives of performance management is financially rewarding employees that perform at the standard that is required. If this does not happen, then there is a risk that employees will not give buy-inn to the performance management system which will be discussed in the next subtheme.

Evidence of a lack of financial reward is as follows:

- Firstly, respondent number 2 gave an indication that the organization needs to financially reward employees and not "just clap hands" when they do achieve their performance targets.
- Secondly, respondent number 9 stated that "performance management does exist at the South African Broadcasting Corporation, but there are no performance bonus payments as the organization does not have money at the moment".
- Thirdly, respondent number 16 stated that "only senior management get performance bonuses, but not junior management employees" which indicates inconsistency of policy implementation as will be discussed later.
- Fourthly, respondent number 29 just like respondent number 9 indicated that "there is no money to pay for performance bonuses at this point in time at the South African Broadcasting Corporation".

As indicated in this sub-theme, it is evident that employees that do perform their contractual duties are not compensated as they should. This is a serious challenge to performance management because it goes against one of the main objectives of performance management which is "financial reward" for those employees that do perform as expected; something that is used to promote good performance in organizations.

4.3.2.2. Lack of Employee Buy-in

After having analyzed the data, it is evident that performance management does exist at the South African Broadcasting Corporation, but not all employees have confidence in the performance management system. The reason why this is regarded as a sub-theme of the challenges facing performance management at the public broadcaster is because a lack of employee buy-inn is serious and is important to be presented to the reader. This is because without employee buy-inn, there is little chance of performance management success or compliance from employees. There are numerous responses indicating the lack of employee buy-inn were as provided by respondents. They are as follows:

- Respondent number 2 indicated that employees at the public broadcaster “generally do not like performance management”. This was echoed by respondent number 16 who stated that employees do not like performance management in general which means that there is no buy-in from employees. Furthermore, this respondent stated that there is “no time to train staff” on performance management and staff members are “afraid” of performance management. From this sub-theme, it is clear that one of the reasons why performance management is not bought into by employees is that they were not trained on it, they are afraid that it will expose their underperformance and they despise it as a result of not liking it in general. If employees do not buy into performance management, then there is a big chance that they will not give it the necessary buy-in which will compromise the success of the performance management system.

- Furthermore, respondent number 30 stated that employees are “afraid” of performance management because it will expose their underperformance and laziness when it comes to their professional duties. This means that a different element of not buying into performance management is that employees do not want to be seen as not doing their work. This will create a greater degree of resistance to the system and will seriously jeopardize the success of performance management at the South African Broadcasting Corporation. From an accountability perspective it means that employees want to earn a salary without being monitored and evaluated as per the performance management system.

4.3.2.3. Inconsistent Implementation

In order to ensure that the desired outcomes of performance management are achieved, it is important that performance management is undertaken in a consistent manner throughout the organization. Having said that and having gone through the data, it appears that there is inconsistency when it comes to the implementation of the performance management system which was indicated by the respondents. This subtheme is very pertinent as it was indicated to be one of the performance management challenges as posed in the questionnaire. From a policy perspective, the performance management policy and a system are meant to be implemented consistently. In the instance that this is not the case, it means that there is inequality of policy and system application in the South African Broadcasting Corporation. The sub-theme of “inconsistency” was raised by many respondents and the main comments are as follows:

- Firstly, respondent number 3 stated that “when performance management is undertaken at the South African Broadcasting Corporation, consistency is lacking because employees receive mixed messages from their managers and there is inconsistent feedback that is provided to them.”
- The second respondent, respondent number 9, indicated that “there are a few departments that literally undertake performance management while the rest are just observing the process to see if performance management will succeed or not”. This is a cause of concern because clearly there is discretion when it comes to compliance with the performance management policy; which strengthens the sub-theme of “inconsistent implementation of performance management” at the South Africa Broadcasting Corporation. When it comes to policy implementation, it needs to be mandatory and not be left to discretion because an obligation to implement the performance management policy should apply to all department of the South African Broadcasting Corporation.

Third, respondent number 10 stated that: “various departments in the organization carry out different tasks when it comes to performance management”. This means that there is no standard way in which performance management is undertaken at the public broadcaster. This too indicates the level of inconsistency that is experienced when undertaking performance management at the public broadcaster. Fourth, respondent number 36 indicated that quarterly reviews are not done “according to the way it is supposed to be done as indicated in the performance management policy”. The respondent indicated that the review is only done when “something goes wrong” which is inconsistent with the policy itself. This further indicates inconsistency because performance management is a process in itself and when the supervisor takes action after something goes wrong, is one of the steps in the performance management process.

- Lastly, respondent number 37 echoes this sentiment in “capital letters” because they indicated that “the quarterly reviews are done inconsistently and is something that goes against the Performance Management Policy of the South African Broadcasting Corporation.” With having presented this sub-theme, there is ample evidence to suggest that there is inconsistent implementation of performance management at the South African Broadcasting Corporation because many responses were premised on this particular theme and spoke to it.

4.3.2.4. Unfairness of the system

One of the other sub-themes that were identified by the researcher is the lack of fairness of the performance management system at the South African Broadcasting Corporation. This statement can be supported as follows. Many of the respondents indicated that there is an element of unfairness or bias when it comes to the implementation of performance management at the South African Broadcasting Corporation.

Evidence of this as per the respondents indicates that:

- Firstly, respondent number 5 stated that performance management is not used to measure an employee's performance; however, it is used as a tool to allow managers to take advantage of employees. This is totally unfair given the fact that the primary objective of performance management is to manage how employees perform their duties; not to take advantage of employees or use it to victimize employees.

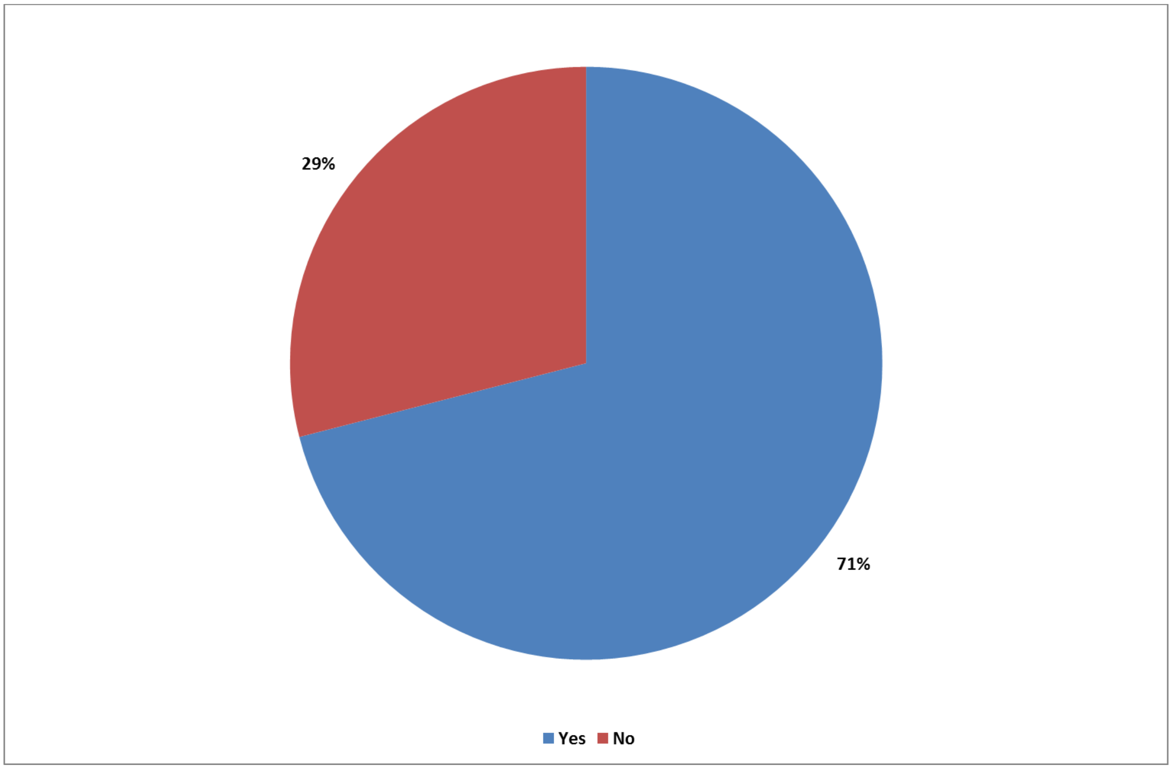
Secondly, respondent number 6 also stated that "management always uses performance management for the wrong reasons such as pursuing personal vendettas against subordinates". Thirdly, respondent number 34 stated that many challenges exist when it comes to performance management such as political and ethical dilemmas. In a political environment such as the South African Broadcasting Corporation, the use of such tools to settle political scores is possible and supports the sub-theme given the system as indicated by respondents is being used unfairly to settle political scores.

Furthermore, the fact that only "senior management" got a performance bonus strengthens the statement by the respondents that there is unfairness when it comes to performance management. This was indicated by respondent 16 who indicated that only "senior management get performance bonuses while junior management does not get a performance bonus". This is an unfair practice by the South African Broadcasting Corporation; something that needs to be addressed.

4.3.3. Perception of employees on supervisors understanding of performance management

In the questionnaire, one of the questions was whether respondents perceive their supervisor as having a good understanding of the performance management system. The reason why this question was posed is because a supervisor needs to understand performance management to be able to enforce it effectively and fairly within a department. The sub-themes that were identified were either a “yes” or a “no” in terms of response. Those respondents that answered that “yes”, they think their supervisor understands performance management were asked to elaborate why they had the perception that their supervisor has a good understanding of performance management.

Figure 5: Perceived Supervisors' Understanding of Performance Management



Source: Own illustration

From the graph above, it can be seen that 71% of respondents perceived their supervisor to be having an understanding of performance management. On the other hand, 29% of respondents have the perception that their supervisor has no understanding of performance management.

As stated, those that responded “yes” were asked to explain why they had a perception that their supervisor understood performance management and the responses were centered on the themes of “consistent implementation, promotion of performance management, planning for performance management, having undergone training on performance management etc." Evidence of these themes is as follows:

- Firstly, respondent number 1 stated that their supervisor always inspires the team to work hard towards achieving their specific job objectives.
- Secondly, respondent number 2 stated that their supervisor understands performance management because the supervisor went for training and the department undertakes a performance audit every quarter of the financial year which is compliant with the performance management policy.
- Thirdly, respondent number 3 went further to state that their performance progress is tracked weekly through constant feedback and alignment sessions between the supervisors and subordinate. In this instance, the supporting factor that was identified is the one of consistency because performance reviews were being undertaken at the correct time; namely quarterly.

In order for employees to give their buy-in to performance management, it is important that their supervisor understands how performance management works. This is because a supervisor that knows how performance management works will be able to appraise the employee fairly and provide feedback that is fair and has the highest professional standard. Evidence of this is respondent 4 who stated that:

- Evidence of their supervisor understanding performance management is that there is a scorecard that exists which is continually reviewed and tracked against its objectives.
- Another respondent stated that their supervisor understands performance management because their supervisor is able to align the organizational objectives with employee agreed measures, skills, competency requirements and their development plan.

In many instances, if someone understands something they will promote and talk about it continuously; which is an element of "promotion" which was identified. An example of this is respondent number 52 who indicated that at this point in time, their supervisor understands performance management very well because the supervisor promotes it all the time without fail and has a good understanding for it. Furthermore, respondent 15 stated that their supervisor answers all performance management related questions in the department and undertakes performance appraisals regularly.

4.3.4. Respondents understanding of the mission and vision of the South African Broadcasting Corporation

Every organization is guided by a specific mission and vision. The South African Broadcasting Corporation has a mission and vision to inform, entertain and educate the South African public (South African Broadcasting Corporation, 2016). In order for the mission and vision to be achieved, it is important that employees understand that specific mission and the vision of the organization. If employees are able to comprehend the mission and vision of the organization, they will understand what contribution they make in ensuring that the organization achieves its mission.

In the questionnaire, respondents were asked whether they understand the mission and vision of the organization. After processing the data, the majority of respondents indicated that they have an understanding of the mission and vision of the organization. A total of 88% respondents understand the mission and vision of the organization while 12% of the respondents indicated that they do not understand it. It is good that the majority respondents understand the mission and vision of the organization. However, 12% non-understanding is worrying because if employees do not understand the mission and vision of the organization, the will fail to comprehend the contribution they make in the organization reaching its objectives.

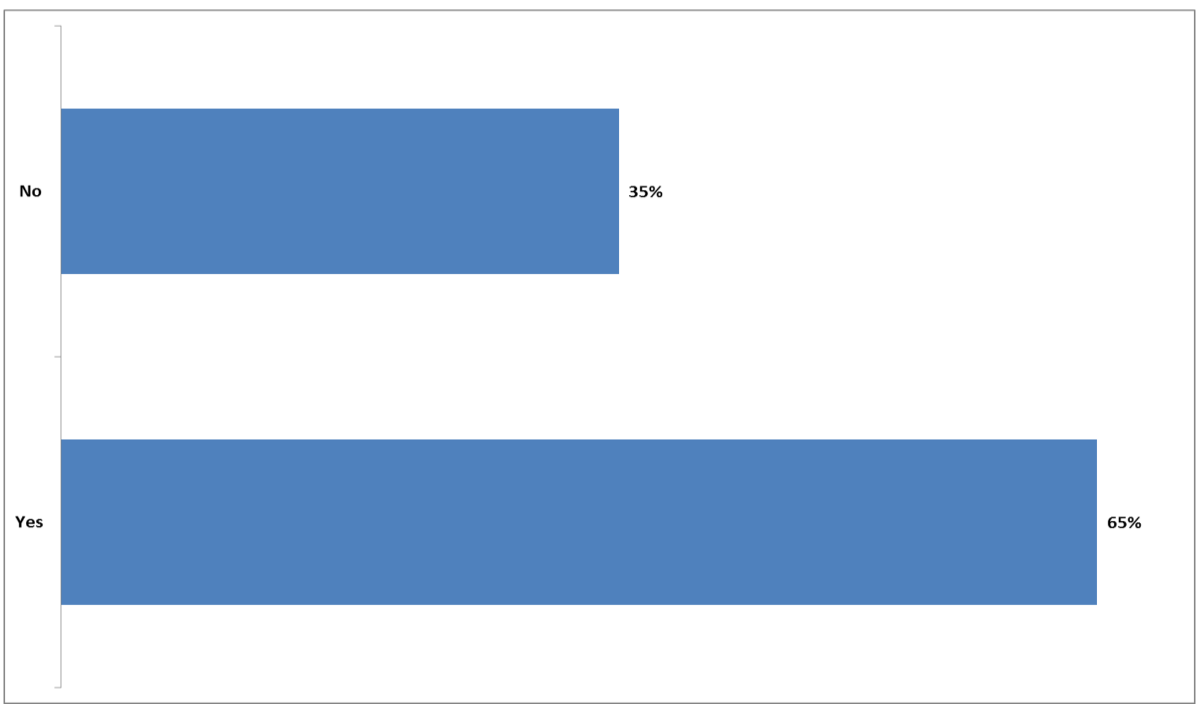
Even if employees have low morale, they need to at least understand the mission and vision of the organization because then they will put the organization above their own concerns. The rate of 12% is too much of an amount especially because the South

African Broadcasting Corporation is a national broadcaster that needs to serve the nation.

4.3.5. Respondents training on performance management

In order for performance management to succeed in any organization, it is important that employees receive training on it. Training in general is important, but it needs to be personalized to specific functions or activities such as performance management. In the questionnaire, respondents were asked whether they had received training on performance management. This is an important question to ask because training determines the perception that employees regarding performance management. Then more they understand performance management, the more they will know how it works meaning that they will support it more, compared to when they see it as convoluted. Based on the responses received from the questionnaire, below is a representation of whether respondents received training on performance management or not.

Figure 6: Respondents' Training on Performance Management



Source: Own illustration

From the graph above, it can be seen that 65% of respondents have received training on performance management while the other 35% of respondents indicated that they have not received training on performance management.

At this point in time, the South African Broadcasting Corporation is underperforming and one of the reasons for this is attributed to the human resources element. Closer to this is performance management. If 35% of employees did not receive training on performance management, then they will not be able to understand what is expected from them and also how their supervisor is supposed to appraise their work. As stated, training is the foundation of an employee's ability to perform their duty and if 35% of employees did not receive training on the system that appraises their performance, then it simply means that they are likely to despise the system and see it as convoluted because they will not understand what is required of them to perform at a level that will reflect high ratings.

4.3.6. Support rendered by the human resources department

As part of capturing the perception of employees regarding performance management, it is important to establish if employees receive enough support from the human resources department as the custodian of performance management in every organization. The reason they are a custodian is because performance management is a human resources function as they formulate the policy, provide training on performance management, draft the balanced scorecard and undertake all related performance management functions.

In the questionnaire used to gather data, respondents were asked if they perceive the human resources department to having rendered enough support to ensure the effective implementation of the performance management system and an improvement of performance if necessary. The sub-themes were determined using the responses "yes" or "no" and were as follows:

Table 2: Support Rendered by Human Resource Management

Support from Human Resources	Respondents
Yes	33
No	17
No response	1
Total	**51**

Source: Own illustration

It is evident that 65% of respondents have the perception that the human resources department renders enough support for the implementation of performance management while the other 33% feels that human resources department is failing to render enough support. From the responses received, the main sub-theme centered on the fact that the Human Resources Department is always available to assist them and answer questions regarding performance management. Many respondents indicated that performance management is owned by human resources and it is natural that the rest of employees have certain questions of which are answered on a continuous basis by the human resources department. Further evidence of human resource management is the undertaking of a fully-fledged campaign that took place at the South African Broadcasting Corporation.

Evidence of this is:

- Respondent 52 indicated that the Human Resources Department had a fully-fledged performance management campaign undertaken the previous year.
- Respondent 51 goes further to also state that there was an organization-wide campaign undertaken to promote performance management in the organization.
- This sentiment is also echoed by respondent 43 who indicated “performance management campaign” as an approach to implement performance management.

With regards to training, respondent 50 stated that the South African Broadcasting Corporation undertook a company-wide training program to train all employees on performance management. Respondent 47 agrees with this sentiment and indicated that one of the approaches that human resource management uses to promote performance management is through “training”. Training can be regarded to have taken place through workshops which is also echoed by respondent 45 and 44 to name a few that indicated “workshops”.

Another approach that the South African Broadcasting Corporation took to promote performance management is through rapid communication with staff as indicated by respondent 44. Respondent 29 went further to state that the Human Resource Department always answers questions that the employees have on performance management; something that can be regarded as an element of communication. Furthermore, respondent 30 indicated that the human resources department conducts consultation with them once in a while; also, an element of communication. Job profiling is also an approach that was used by the organization to promote performance management as indicated by respondent 47. This is one of the steps that are taken in order to determine what exactly it is that an employee does in the organization and what value they add.

This thematic analysis indeed does indicate that the human resources department does render enough support to the organization in the implementation of performance management. As indicated, it is important that the human resources department renders enough support to the organization in order for performance management to achieve its objectives. By so doing and because the South African Broadcasting Corporation is a public broadcaster, the public will benefit from performance management.

On the other hand, the respondents that felt that human resources department does not render enough support bordered around the sub-theme that an improvement is needed. Evidence of this is:

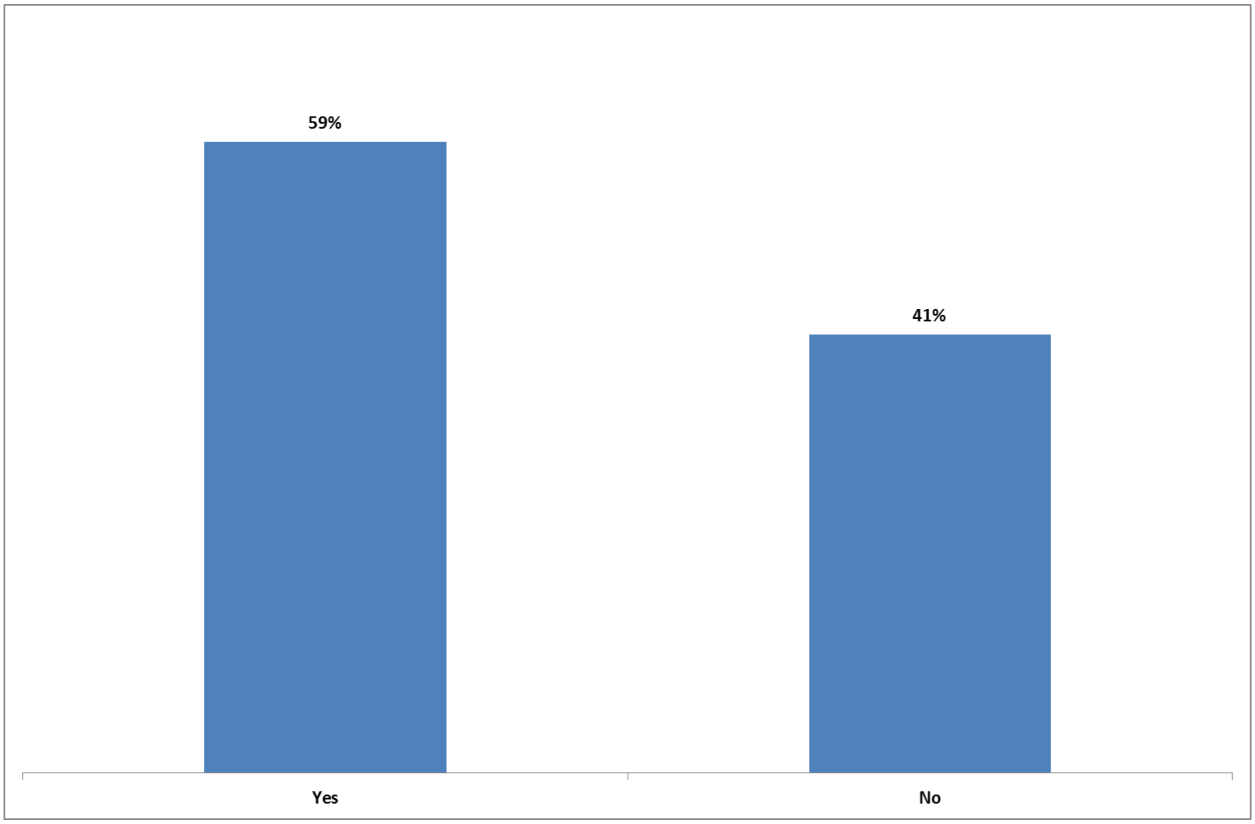
- First, it was highlighted that the system was supposed to have been implemented a year ago with roadshows having been conducted, but to date, no follow up, meetings with line managers have taken place.
- Second, a respondent stated that once the system has been fully implemented, a judgment can be made, but at the moment there is not enough support provided by the human resources department.
- Third, a respondent stated that the human resources department needs to make more effort to ensure that both staff and management are aligned on the expected outcomes of performance management. The respondent went further to state that there seems to be a disconnection between the management of the organization and staff members.

Fourth, a respondent stated that there is not enough support from human resources which may be caused by a lack of capacity and limited knowledge about their role within the performance management process. Fifth, a respondent indicated that they receive support from the human resource department only when it suits them. The respondent went further to state that human resources never see things through; they started the process with a lot of momentum, but that was soon reduced. Lastly, a respondent indicated that the human resources department seems ready to answer questions regarding performance management, but when it comes to implementation, they are slacking. The respondent also indicated that there was job profiling that was undertaken, but nothing else materialized after that.

4.3.7. The undertaking of quarterly reviews

In trying to understand exactly how the performance management system works at the South African Broadcasting Corporation, an important thing to ask is whether performance reviews take place. Respondents were then asked whether or not quarterly reviews are undertaken within the organization. Just as the previous questions, the responses were as follows:

Figure 7: Undertaking of Quarterly Reviews



Source: Own illustration

It can be seen that a majority of respondents indicated that quarterly reviews do take place at the South African Broadcasting Corporation. Statistically speaking, 59% of respondents indicated that it does take place while the other 41% indicated that quarterly reviews do not take place. The central sub-theme indicated that with quarterly reviews taking place, there is often an informal discussion that takes place between the supervisor and the employee. This informal discussion is basically a consultation to prepare the employee and remind the employee that they need to perform their duties in order to be able to reach the predetermined objectives.

In as much as it can be said that quarterly performance reviews on performance do take place at the South African Broadcasting Corporation, in other departments, this does not happen. This is because the sub-theme of inconsistency was identified from the responses. In a nutshell, respondents indicated that performance management is not implemented throughout the organization. This is because other departments are excellent at it while others do not even know that it exists. This is inconsistent because the performance management policy in its nature is applicable and implementable by the entire organization. These are some of the responses to prove inconsistency of implementing performance management:

- First, respondent number 42 was explicit to state that quarterly performance reviews are not undertaken in their department since he has joined the organization 6 years ago.
- Second, respondent number 29 highlighted a very interesting fact to say that sometimes quarterly performance reviews do not take place because the manager is busy which leads to the process being delayed. This is also echoed by respondent 8 who indicated that the review takes place every 6 months instead of 3 months; also indicating a delay in the process of having a quarterly review.

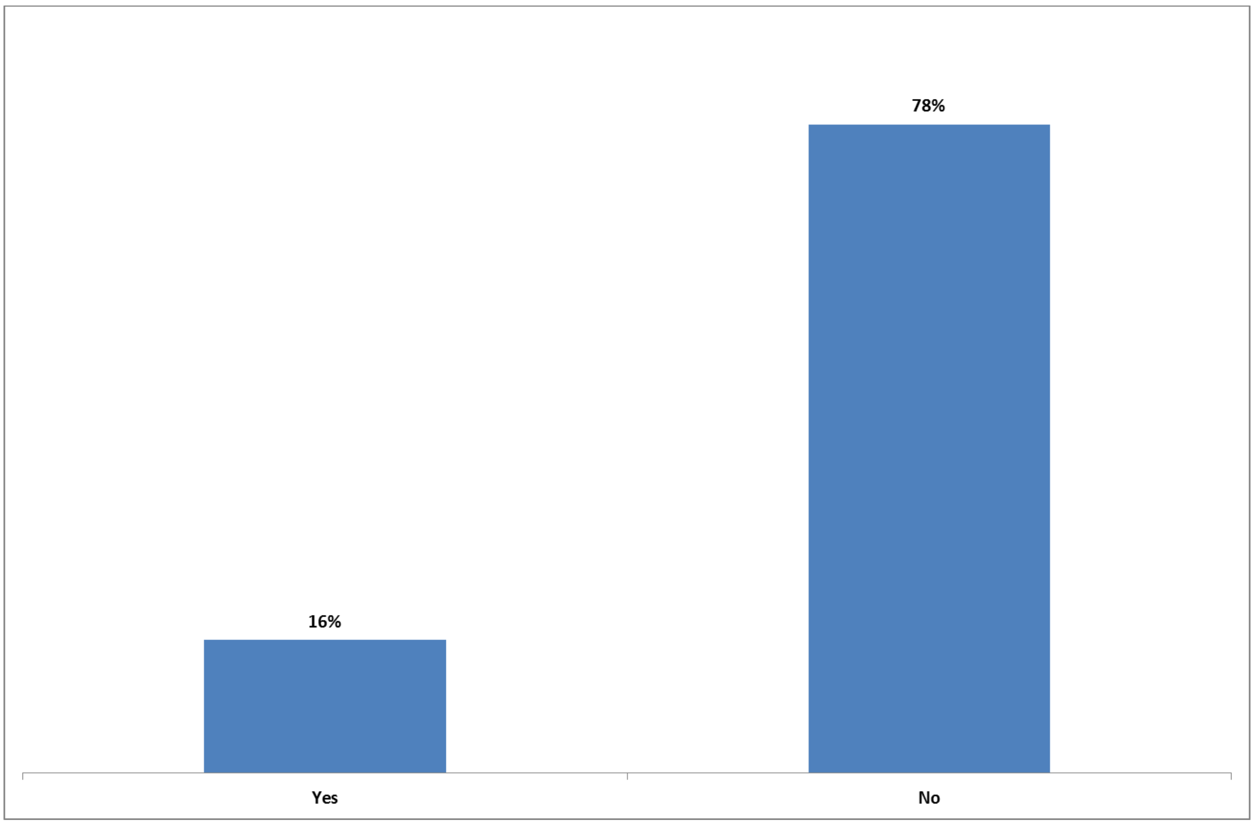
Respondent 10 stated that there was a big hype around performance management in the beginning, but all of that has died out. The respondent indicated that a review does not take place, but does what needs to be done at best while awaiting the review. Respondent 35 indicated that a manager's discretion plays a major role when it comes to the review of employee performance. The respondent indicated that such discretion contradicts the principle of performance management because it needs to happen regardless of the discretion of the supervisor.

So, from that perspective, it is clear that there is inconsistency when it comes to undertaking an organization-wide performance management system. This can be detrimental for employee buy-in because there needs to be equality and of there is a lack of consistency, employees will not buy-into the performance management system at all.

4.3.8. Management of underperformance

In an organization, it is important that good performance be promoted and rewarded. On the other hand, it is equally important that underperformance be managed in order to ensure that the situation of poor performance is dealt with and improved going forward. In the questionnaire, respondents were asked whether they agree that underperformance is effectively managed at the South African Broadcasting Corporation with an elaboration requested.

Figure 8: Management of Underperformance



Source: Own illustration

From the above graph, it can be seen that 78% of respondents feel that underperformance is not managed well at the South African Broadcasting Corporation. By "well" it is meant managed in a manner that will ensure that employees that do not perform, are disciplined and remedial action is taken to improve performance. The other

16% felt that underperformance is being effectively managed at the South African Broadcasting Corporation while 6% could not be interpreted. The central sub-theme around poor management of underperformance is a lack of consequence management.

The reason why this is the case is because a number of respondents indicated the fact that even if their colleagues fail to achieve their predetermined objectives, they are not punished. The majority of employees indicated that:

- “Many underperformers remain in their positions despite having underperformed in their professional duties.”
- “People that are friends with the boss never get punished for failing to deliver”

This is detrimental to performance management because the whole point of performance management is to reward those that perform and punish those that fail to perform. When one comprehends the poor level of performance that currently exists at the South African Broadcasting Corporation, one is inclined to agree that poor consequence management is one of the reasons why there is underperformance. From a conscience perspective, if one knows that there are serious repercussions for poor performance; one will be forced to perform exceptionally to avoid being punished.

4.4. CONCLUSION

This chapter presented the research findings that were gathered using a questionnaire. It began with providing an overview of the demographic profile of the questionnaire respondents. Secondly, it provided a report on the understanding that respondents have of performance management. Third, the chapter presented the research findings on the challenges that employees highlighted around performance management. These were inconsistency, lack of financial reward and a lack of employee buy-in. Fourth, the research findings presented the perception of respondents around their supervisors understanding of performance management, the support that human resources department renders to them, the undertaking of quarterly performance reviews in their departments and the management of underperformance in their respective departments. The next chapter analyzes and interprets the research findings.

CHAPTER FIVE
ANALYSIS AND INTERPRETATION OF FINDINGS

5.1. INTRODUCTION

The previous chapter presented the research findings. Chapter five provides an analysis and interpretation of the research findings that were obtained using a questionnaire. This chapter addresses the problem statement as highlighted in chapter one. It also fulfills the purpose of the research report which is to examine the perception of employees at the South African Broadcasting Corporation regarding performance management.

5.2. CONCEPTUAL FRAMEWORK

As indicated in the theoretical framework, the goal setting theory was selected as the researcher's conceptual framework. The goal setting theory promotes important aspects of the perfsectionormance management system such as deciding on objectives, providing performance feedback and then conducting post performance reviews (Thorgren and Wincent, 2013). According to the goal setting theory, setting goals against which performance can be measured forms the basis of performance management as an activity. What is also important is linking the objectives of an individual employee to that of the organization at large. Because of a development-based approach, emphasis is highly placed on the development of employees, instead of financial incentives (Thorgren and Wincent, 2013). It is arguable that the previous statements match the perceptions which employees have.

Furthermore, the researcher was given confidence of the goal setting theory because respondents used matching keywords when they were asked about their understanding of performance management. These keywords included: “objectives, measure, reward, accountability”.

5.3. RESPONDENTS UNDERSTANDING OF PERFORMANCE MANAGEMENT

Following the analysis of the data, it is clear that respondents have a good understanding of performance management. As indicated by existing literature which was quoted in this research, performance management generally involves the setting of performance objectives in line with the objectives of the South African Broadcasting Corporation, the monitoring the performance of the employees continuously and measuring the actual performance against the predetermined objectives, identifying development needs of employees which includes providing training interventions, and the rewarding of good performance respectively. The respondents' understanding of performance management is also closely in line with Baron and Armstrong's (2002:2) concept of performance management which is that "performance management aims to lead and develop individuals in an organization to ensure the achievement of predetermined goals and objectives".

From this basis, it is clear that respondents have a reasonably good understand of the meaning of performance management and what it entails. From an implementation perspective, this is beneficial for the organization because if employees understand performance management, they will be able to fully grasp its importance and the reason why it needs to be undertaken. Furthermore, because employees understand performance management, they will be able to know what to expect during the appraisal period and work hand in hand with their supervisors so that the objective of the system can be achieved. Because of the current performance of the South African Broadcasting Corporation, one is forced to believe that maybe the reason why poor performance exists is because of poor leadership and not necessarily a lack of employee understanding of what performance management is.

5.4. ORGANISATIONAL CHALLENGES OF IMPLEMENTING PERFORMANCE MANAGEMENT

It can be stated that every organization faces certain challenges when it comes to implementing performance management. This section will provide an analysis of the challenges that the South African Broadcasting Corporation faces when implementing performance management. The challenges include a lack of financial reward to employees that do perform well, inconsistent implementation of the performance management as a system, a lack of employee buy-inn and insufficient training provided to employees regarding performance management. However, it is important to mention that the Public Service Commission (2011) identified the following challenges that exist in organizations regarding performance management:

- Contradictions of ratings compared to the comments made by a supervisor;
- Employees see performance management only as a monetary gain for themselves.
- Fundamental documents such as performance agreements are signed at an advanced stage of the financial year;
- Ratings are inconsistent and are confusing;
- Incorrect scoring as a result of a lack of acceptable standards used in measuring;
- Employees may refuse to be assessed for fear of scrutiny;
- There may be reluctance to take action against non-compliance;
- Supervisors are not well trained on performance management;
- Supervisors use it as a tool for punishment and not development

From this, the challenges that exist at the South African Broadcasting Corporation are a lack of financial reward, inconsistent implementation of performance management, a lack of employee buy-in to performance management and a lack of training on performance management.

5.4.1. Lack of financial reward

It was identified that although performance management exists at the South African Broadcasting Corporation, employees do not receive financial rewards as they should. This means that even if employees do achieve their predetermined objectives, they do not receive a performance bonus as a token of “well done” from the organization. Some respondents went as far as indicating that they only get congratulated verbally and do not receive a performance bonus like they should. This is a serious challenge because Boyer (2006) stated that a performance bonus is one of the most effective tools that management can use to promote the achievement of performance objectives. The argument he made is that in this day and age, money is important and for an employee to get a financial reward at the end of the performance period means that they will be willing to go the extra mile for the bonus. On this basis, for the South African Broadcasting Corporation to not provide financial reward to employees means that one of the motivating factors is lacking. This can be seen as one of the reasons why the South African Broadcasting Corporation is performing poorly.

However, it can be argued that the reason why performance bonuses are not paid is because the organization does not have money. This has been highlighted in many reports by the organization indicating that the organization is going through difficult financial times there was even a threat of employees not receiving their salaries, never mind their performance bonuses (Madisa, 2017). In as much as the organization is facing difficult times financially, one cannot discard the fact that in order to improve performance, employees need financial reward. Once employees are financially rewarded, they will be motivated to work harder because as indicated, one of the tools that can be used to improve organizational performance is providing financial reward to employees that do meet their performance targets. For that reason, the organization needs to prioritize incentivizing employees that do reach their performance targets.

5.4.2. Inconsistent implementation of performance management

It is important that there be consistency when it comes to organizational policy implementation (Johansson, 2016). In the analysis of data, it was identified that respondents indicated that the performance management policy and subsequently, the system, is not implemented consistently. The meaning of this is that some departments implement performance management while others do not implement it. This is an indication of a lack of consist implementation of performance management at the South African Broadcasting Corporation. This poses a serious threat to performance of the organization because the full potential of the system is threatened.

The inconsistency was highlighted by respondents in the questionnaire as follows. Firstly, it was stated that some departments have a fully operational performance management system while others do not. Secondly, it was indicated that performance reviews in some department take place once yearly, while in actual fact it is supposed to take place every quarter hence the name “quarterly review”. This is a serious inconsistency given the fact that when the organization gives an overall report on performance, it needs to use data from all department and if some of the departments did not undertake performance reviews quarterly, the overall report will not be reflective of the true performance of the organization (Public Service Commission, 2011).

The third inconsistency as indicated by respondents is that some employees do not get punished for failing to achieve their predetermined objectives. This is a serious inconsistency also because without effective consequence management, the organization runs the risk of not achieving its predetermined objectives because employees will not be punished for not performing effectively. This should be addressed by management ensuring that there is consistent implementation of performance management at the South African Broadcasting Corporation. This will benefit the organization by employees knowing that should they fail to perform, they will be subject to disciplinary proceedings. Going forward, the organization needs to ensure that there is organization-wide implementation of performance management and not just implementation in certain departments. This will allow for organizational goal achievement given that the main tool for promoting performance, which is performance management, is being used by the entire organization.

5.4.3. Lack of employee buy-in

Brooks (2017) defined employee buy-inn as a state where employees are committed to a particular course of action by the organization. After analyzing the data, it can be argued that employee buy-in is very important for the success of not only performance management, but also the South African Broadcasting Corporation. After having analyzed the data, it was seen that performance management does exist at the South African Broadcasting Corporation, but not all employees provide their buy-in for the system. This is something that poses a threat to the success of performance management because they do not support it. The reason why employees do not provide their buy-inn is because employees indicated that the organization has employees that are naturally “afraid of accountability”. This was explained as employees wanting to get away with not performing their professional duties; something that goes against the performance management policy altogether.

A lack of buy-in is related to the previous challenge of inconsistency because now, certain employees do not want to be accountable for their inaction, hence the lack of buy-in. This is detrimental for the South African Citizen because everything that the government and state organs such as the South African Broadcasting Corporation does needs to be accounted for. One of the tools that are used to ensure accountability is performance management. So, if this is compromised as a result of lacking employee buy-in, there needs to be intervention by the management of the organization to ensure that employees are convinced of the importance of buying into performance management and giving it full support.

A general response from the questionnaires indicated that respondents felt that employees at the South African Broadcasting Corporation like the idea of receiving a performance bonus, but they dislike the performance management process because it exposes their lack of performance. If employees do not give the system the relevant buy-in then it is bound to fail (Public Service Commission, 2011). This is because employees will not give it the necessary commitment and professionalism to ensure compliance with performance management. This in turn will compromise the performance of the entire organization because organizational performance is comprised of individual performance collectively. In order to mitigate this, management needs to listen to the demands and concerns, if any, of employees regarding performance management. This will give employees a sense of ownership of the process and the system will be tailored in such a way that it becomes practical; with the buy-in of all employees.

5.4.4. Unsatisfactory training on performance management

Given the fact that performance management is meant to manage the performance of all employees of the organization, it was alarming that only 65% of the respondents indicated that they had received training on performance management. This is a serious challenge to the implementation and sustainability of performance management because training forms the basis of employees “understanding” how performance management works. If a tool is used to measure the performance of an employee then it is important that the employee is made aware of how the tool, in this case performance management, works, when it will take place and the dynamics that need to be considered when undertaking implementation.

This will allow the employee to perform in such a way that the performance management tool will generate positive results. Furthermore, this will allow the employee to have assurance that the supervisor is able to score the employee deservingly based on mutual understanding of the tool. Given the fact that it was indicated that there is a lack of buy-in from employees regarding performance management, maybe the fact that 35% of employees on junior management level not having been trained on performance management contributes to this. Going forward, the South African Broadcasting Corporation needs to ensure that all employees have been trained on performance management. This will ensure that there is consistent implementation and employees will give their buy-in because they will see that performance management is not there to highlight their flaws, but to ensure that they do what is required of them and if they fail, remedial action will be undertaken to capacitate them to perform better.

5.4.5. Success factors of performance management

In as much as the challenges of performance management have been identified, it is important that the success factors be indicated. First, the fact that respondents indicated that 65% of them feel that the Human Resources Department renders enough support regarding performance management is a success factor. This is because in the instance that employees are uncertain of certain processes that need to be followed, the Human Resources Department as the custodian of the performance management policy will be able to render the necessary support. Second, the fact that 71% respondents feel that their supervisor had a good understanding of performance management is an important success factor. This is because in as much as the Human Resources Department is the custodian of the performance management policy, the supervisor is the implementer of the policy at the departmental level. If the supervisor understands the policy and the process of performance management, then it is likely to succeed; which will benefit the overall performance of the South African Broadcasting Corporation at the higher level.

Last, the fact that respondent have a general understanding of performance management and the importance it has, is a significant success factor. This is because they are more likely to support it if they know what it is, why it is important and how it benefits the organization at large. This will not only benefit the South African Broadcasting Corporation, but the South African public at large given that the case research report is about the public broadcaster that serves the entire South African population.

5.5. CONCLUSION

The research questions of this research report have been answered and have captured the perception that employees at junior management have regarding performance management at the South African Broadcasting Corporation. The next and final chapter of this research will provide a summary of the entire research and proceed to touch on the implications of this research on the South African Broadcasting Corporation. The next chapter provides a conclusion of the research report.

CHAPTER SIX
CONCLUSION

6.1 INTRODUCTION

The researcher has attempted to provide a research report on the perceptions of employees of the South African Broadcasting Corporation regarding performance management. Although findings reveal that considerable strides have been made with implementing performance management, some issues still need to be addressed by the public broadcaster. This chapter provides a summary of the chapters as well as conclusions and recommendations that were made about the research as a whole.

6.2 CHAPTER SUMMARY

In the introduction, a revelation was made that there has been increased organizational interest in the concept of performance management and this is attributed to the fact that organizations globally no longer depend on external factors, but on human resources for increased effectiveness and efficiency. The first chapter provided a background and introduction to the research report about performance management. The introduction also covered the objectives of performance management and highlighted that its main objective is to significantly optimize and make employee performance more effective and efficient. Chapter one also provided the problem statement of the research, the research questions, the significance of the research report, as well its possible research limitations. Finally, an outline of the chapters of the research report was provided.

Chapter two provided a literature review that explored the theory of performance management by discussing the different definitions of performance management, its historical background and the theories thereof, including the conceptual framework of the research report. A discussion on the management of performance outcomes as well as the role-players in performance management who guide the development and implementation of performance management in the parastatal sector was also included. The performance management system was also discussed by having reviewed the components of an effective performance management system. Furthermore, an overview of the important aspects of the performance management system was also provided.

Chapter three described the research methodology, research design and sampling procedure that was used to collect data and how such data was analyzed. It offered justifications for the chosen research approach. Further details were provided in that chapter with regard to the validity and reliability of the research report as well as the ethical considerations that were taken into account.

Chapter four reported the results obtained during data collection and provided an analysis of the findings. Findings were presented by focusing on key themes derived from the research questions with the assistance of a thematic analysis.

Chapter five focused on the concluding arguments and provided a report on the implications that the research report has on the South African Broadcasting Corporation.

6.3 CONCLUSIONS

As indicated by existing literature and later the research findings, performance management generally involves the setting of performance objectives in line with the objectives of the South African Broadcasting Corporation, monitoring the performance of the employees, and measuring performance based on these objectives, identifying development needs of employees which include providing training interventions, and the rewarding of good performance respectively.

Findings also revealed that although there is an understanding of what performance management entails, consistent implementation remains a challenge that needs to be overcome by the South African Broadcasting Corporation. The implication of this research on the South African Broadcasting Corporation is having highlighted the work that still needs to be done in the organization to improve performance management.

- Lack of consistent implementation of the performance management policy across the South African Broadcasting Corporation.

This will mean that the South African Broadcasting Corporation needs to send employees and supervisors on more training so that the policy can be understood to a greater extent which can assist in improving implementation.

- Lack of employee buy-in

- Lack of organization-wide training needed to achieve the entire objective of performance management.

The fact that some supervisors do not understand performance management, as indicated by the respondents, indicated the need for further training and development on performance management.

First, there needs to be an improvement of implementing the organizational performance management policy. The respondents' understanding of performance management was proven to be closely in line with Baron and Armstrong's (2000) concept of performance management. It was made clear from the findings that participants have a good understanding of performance management. Baron and Armstrong (2000:2) argued that: "performance management aims to lead and develop individuals in an organization to ensure the achievement of predetermined goals and objectives".

Second, the organization will need to strengthen consequence management regarding employees that fail to perform as contractually stipulated and supervisors that fail to implement the performance management policy. Although there have been strides made in undertaking performance management at the South African Broadcasting Corporation so far, more work still needs to be done from a policy implementation and consequence management perspective. The fact that the organization is performing poorly at this point in time along with "more work" needing to be done to improve performance management create a perception that performance management is not a priority of the organization.

One of the reasons why this is the case is because the public broadcaster has much potential and this research report will make management aware of the perception that employees have regarding performance management.

Third, the implication of this research is that the public broadcaster will need to show evidence that performance management is taken seriously. This will ensure that all employees; whether supervisor of employee, complies with the requirement of performance management accordingly. This is definitely something that requires urgent attention given the fact that the South African Broadcasting Corporation is a public Broadcaster which belongs to the people of South Africa. An organization that manages performance is an organization that promotes performance and is accountable to its stakeholders.

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ANNEXURE

Perceptions of the employees of the South African Broadcasting Corporation regarding performance management

I, Abiel Mahlatsi, am a student of the Wits School of Governance and I am currently studying a Master's degree in Public Policy Management. I am writing my thesis on the perception of the employees of the South African Broadcasting Corporation regarding performance management.

I have designed this questionnaire on issues that are relevant to this topic and I would really appreciate if you could spend a few minutes of your time filling in this survey. Your answers are very important for the proper analysis of the research and feedback.

Your answers will be treated confidentially and anonymously. All information obtained from this survey will be treated in the strictest confidence and will only be available to the researcher and his thesis supervisor.

I kindly request you to complete this questionnaire honestly.

Thank you for your co-operation.

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1. Gender

Male	Female

2. Employment level at the South African Broadcasting Corporation

Executive level	
Senior level	

Middle level	
Junior level	
Supervisor level	
General level	

3. Number of years employed by the South African Broadcasting Corporation

0 - 4 years	
5 - 9 years	
10 – 19 years	
20– 29 years	
30 years or more	

4. Level of education

Pre-matric	
Matric qualification	
Undergraduate	
Post graduate	

5. What is your understanding of performance management?

6. What is your understanding of performance management in relation to your duties?

7. Do you think your supervisor has a good understanding of the performance management system? If yes, why do you think so?

Yes	No

8. What do you regard as challenges facing the performance management system in the South African Broadcasting Corporation?

9. What do you think can be done to improve the performance management system in the Department?

10. Do you think performance management contributes to performance and productivity at the South African Broadcasting Corporation? If yes, why?

11. Do you understand the mission and vision of the South African Broadcasting Corporation?

Yes	No

12. How do you design your own performance indicators?

13. What is the relationship between your individual performance and the performance of the organization?

14. Are quarterly reviews done accordingly? Motivate your answer.

Yes	No

15. Does the HR unit render enough support to ensure effective implementation of the system and improvement of performance? If yes, how so? If no, what is lacking?

Yes	No

16. Do you think performance bonuses and pay progression are sufficient to encourage good performance? If not, what do you recommend?

Yes	No

17. Do you believe that only hard workers are rewarded? Motivate your answer.

18. Would you agree that underperformance is effectively managed at the South African Broadcasting Corporation? Why?

19. Have you been trained on performance management?

Yes	No

20. Do you have any other issues relating to the performance management system you would like to raise?
