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# Barriers to Effective Performance Management in South African Public Administration

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# Barriers to Effective Performance Management in South African Public Administration

*Applied Research Project*

*submitted by*

**Paragasen Perumal Chetty**

**2005649**

***Supervisor: Dr. Wycliffe Ouma***

**A research article submitted to the Faculty of Commerce, Law and Management, University of the Witwatersrand, in partial fulfilment of the requirements for the degree of Master of Business Administration**

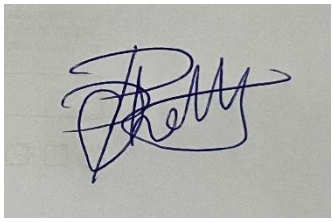
**Johannesburg, 2023**

**Protocol number: WBS / BA2005649 / 646**

# DECLARATION

I, Paragasen Perumal Chetty, declare that this research article entitled '*Barriers to Effective Performance Management in the South African Public Administration*' is my own, unaided work. I have acknowledged, attributed, and referenced all ideas and source material that I used in this article.

I am herby submitting this article in partial fulfilment of the requirements for the degree of Master of Business Administration at the University of the Witwatersrand, Johannesburg. I have not submitted this work before for any other degree or examination in this or any other university.



**Paragasen Perumal Chetty**

Signed at Pretoria on the 21st of February 2023

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# ABSTRACT

**Thesis Title:** *Barriers to Effective Performance Management in South African Public Administration*

This study evaluates barriers to effective performance management within the South African public sector. The purpose of the study was to understand if barriers to effective performance management had an impact on performance appraisal outcomes, transformational leadership style, and public service motivation levels. The study further assessed transformational leadership's ability to mediate between performance barriers and public service motivational levels.

Study approach was a quantitative methodology supported by an online survey for collection of primary data from South African civil servants. An exploratory analysis and inductive reasoning method was supported by the cross-sectional observational design of the research.

The research outcomes confirmed that barriers to effective performance management had a significant and negative influence on performance appraisals worth, there was also a significant and negative effect on transformational leadership style, and barriers to effective performance management reduced public service motivation levels. The findings also confirmed that transformational leadership style partially mediated between performance barriers and public service motivation levels.

The implication is that whilst transformational leadership style partially mediated the impact of barriers on public service motivation, if public sector leadership does not act to assuage performance barriers, then endeavours at performance appraisals will become a cursory exercise, stratagems for public sector transformational leadership will be distrusted and team members with high public service motivation levels will exit the administration. Exorbitant costs for reduced quality of public sector services will become a common occurrence.

With the help of transformational leadership strategies, employee public service motivation can be increased whilst reducing the influence that performance barrier wields over performance improvement. When barriers are reduced performance appraisal information can become more meaningful and useful for improved employee performance.

**Keywords:** Workplace silos, Obsolete Technology, Inadequate Communication, Insufficient Innovation, Scarce Training and Development Opportunities, Public Service Motivation, Performance Appraisals, Transformational Leadership

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| Supplementary files: | **Appendix A –** Participant Informed Consent Form |
| | **Appendix B -** Online Questionnaire |
| | **Appendix C -** Ethics Clearance Certificate |

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# Chapter 1: Research Orientation

## 1.1 Introduction

South Africa's first democratically elected government inherited public institutions that were primarily designed to satisfy the requirements of a small sector of its populace. After 1994 all public institutions became accessible to every single South African, expanding the institution's service focus and client coverage beyond their resource stewardship, ultimately leading to diminished service capacity. Attempts by public administration executives to confront the wicked problem of barriers to effective performance management (BEPM), have disastrously propagated fresh barriers.

To attain high quality public service delivery within the confines of limited resources, agency self-examination and rethinking of strategic objectives are required by stakeholders. Embracing strategies and objectives aimed towards an innovative, transformative, and cost-effective institution that promotes a pro-citizen-centric service credo with attention to reducing wasteful expenditure would be a welcome relief for taxpayers. Whilst executive leadership is incumbered with the responsibility of crafting business strategy and organisational objectives, the success of strategy execution is conditional upon employee enthusiasm and acceptance of new plans. Therefore, downplaying, or outright dismissal of productivity challenges as either trivial or non-existent, aggravates performance management barriers, and promptly transforms worker perceptions into fundamental beliefs about management being an unsympathetic adversary. Employee work perceptions influence employee work productivity and performance actions, hence operational level worker variables control an organisation's adroitness to perform effectively.

As early as 2007, the South African government decreed via the Minster of Public Service and Administration for the implementation of an employee performance management system's institutional framework to aid the rebuilding of public sector

legitimacy and renew civic trust through means of integrity-based performance appraisals of work finalized by public sector staffers (South African Republic, DPSA, 2007).

Kotkova & Sein, (2021) and Ferguson, (2019) explain that management of performance for better outcomes was originally proposed by private sector management science scholars, intent on replicating productivity gains enjoyed by private sector, performance management framework and theories were adopted within the public sector to supplement human capital management principles, practices, and philosophies, for attainment of a high performing, streamlined, agile, focused, dedicated, motivated, talented, and evolved personnel. Studies on high performance organisations by De Waal, (2010), established that performance management was carried over to public administration as a quick fix to improve services to the public through improved transparency, accountability, and revenue management. Integration and convergence of organisational objectives, employee performance and input resources indicated that overall organisational efficiency would automatically be improved, unfortunately that was not the experience.

Lamentably South African public administration performance management has weakened because performance appraisals became instruments of sustainability instead of catalyst to leapfrog progressive organisational productivity. The unfortunate consequence is that prospects for public institution advancement, modernisation and rapid transformation have been incessantly lost.

## 1.2 Background

South African public institutions and their services remain an essential apparatus of government, to enable elected policymakers to fulfil their election pledges through quality service delivery projects. Service delivery undertakings intended to reinforce and enrich the living standards of civil society (Molefe & Overton-de Klerk, 2019). Public institutions bear a societal responsibility to satisfy their mandates by means of executing high quality workflow outcomes, directed

towards cohesively uplifting the socio-economic benchmark of South African corporations and citizen livelihood.

Measuring performance in the South African public sector with multiplicity, ambiguity and volatility of objectives has become futile, management has no decisive explanation as to why a negative performance outcome occurred or what action is required from individuals and managers to close performance gaps as described by Thomas (2006). Stakeholders with diverse end goals turn to performance management for solutions to wide-ranging problems. The exclusion of a bottom-line vocabulary in public administration suggests that performance measurements are exposed to incongruent interpretations and become skewed to promote the agendas of various interest groups.

Shrinking financial capacity for technological improvements, competing stakeholders and ambiguous priorities adds enormous pressure on public administration authorities to fulfil their obligations. Molefe & Overton-de Klerk, (2019) attribute regular public demonstrations against South African government institutions as symptomatic of civil society's disappointment with service delivery quality in South Africa. These protest actions widen and expose a growing trust deficit between the public and the institutions commissioned to serve them, (Ndevu & Muller, 2018) and (Adeola, 2022). Thomas (2006) credits over promising during electioneering and shifts in public sentiment as forerunners to misalignment between service delivery priorities and the public's high expectations. Despite society being acclimated to unsatisfactory performance from public institutions (Ferguson, 2019), institutional dismal performance erodes community confidence in public institutions (Ndevu & Muller, 2018), and diminishes the agency's mission to promote the South African government as a trustworthy servant of its citizens.

Performance management academic Suneet Walia's (2014) research paper "Barriers to Effective Performance Management" was the inspiration for present study's explorative evaluation of performance barriers within South African public agency settings, since employees are representatives of an organisation's

intellectual capital, this paper assesses the known performance barriers and its influences from the operational personnel perspective.




**Figure 1 "Public service delivery protests in South Africa (2004 –2020)"**

Source: (Municipal IQ, 2020)

A 2020 report supported by Municipal IQ data, for the period 2004 to 2020 attest to ongoing public dissatisfaction with South African public administration. Steep decline in 2020 figures is a consequent of the Covid-19 lockdown regulations that were enforced during the 2nd and 3rd quarter 2020 (Municipal IQ, 2020), a timeframe synonymous with customary peak public protest action.

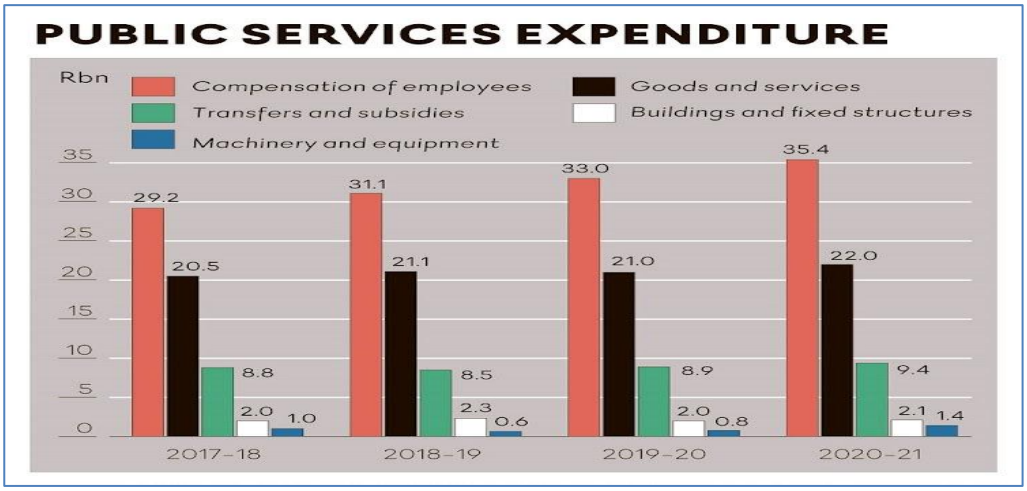



**Figure 2 "Public service expenditure in South Africa (2017 – 2021)"**

Source: (Mailovich, 2021)

**Figure 2** demonstrates that for the calendar period commencing 2017 and finishing 2021, the bulk of South African public administration budget allocation was disbursed to civil servant payroll, in contrast to the payroll allocation only a minuscule percentage was reserved to improve working conditions such as equipment and buildings. Interestingly public sector employee remuneration increased year on year, during the same timeframe that civil society's dissatisfaction intensified.

Bar graph information on both **figure 1** and **figure 2** when juxtaposed, underpin the supposition that public sector performance is not mutually contingent on extrinsic compensation. Whilst the public received lesser quality services, the fees for poor services surged. An increase in public administration employee extrinsic rewards failed to promote quality performance and lower the number of service protests. Thus, intrinsic motivational factors to promote and stimulate labour to deal with BEPMs at public institutions summon a more detailed study.

## 1.3 Problem Statement

Public administration performance management has been concentrated in measuring past actions that are unrelated to predictive forecasting of future challenges. This research aims to explore commonly known performance barriers, as observed by employees, which encumber public sector institutions from becoming high performance organisations. Diminished inspiration for public service motivation through performance appraisals has led to appraisals becoming cursory management rhetoric rather than management science. Management's lack of commitment to control the influence of reported BEPM is perceived by employees, as leadership's insensitivity and unsatisfactory response to employee welfare. Performance appraisal of public sector knowledge worker effort has become fraught with assessor bias ratings and subjectivity because no scientific calculation is attainable for scorecard indicators, thus making appraisal results useless for performance improvements and future organisational planning.

Previous studies of public administration performance dimensions conducted by Manyaka & Sebola (2015), thereafter by Mokoele, Masenya & Makalela (2018), later by Mnisi (2019) and subsequently by Graupner, Rossouw, Lodewyk & Mthembu (2022) have concentrated more on low appraisal outcomes and on descriptive analysis, disregarding BEPM's suppression of worker's zeal for public service motivation and innovation.

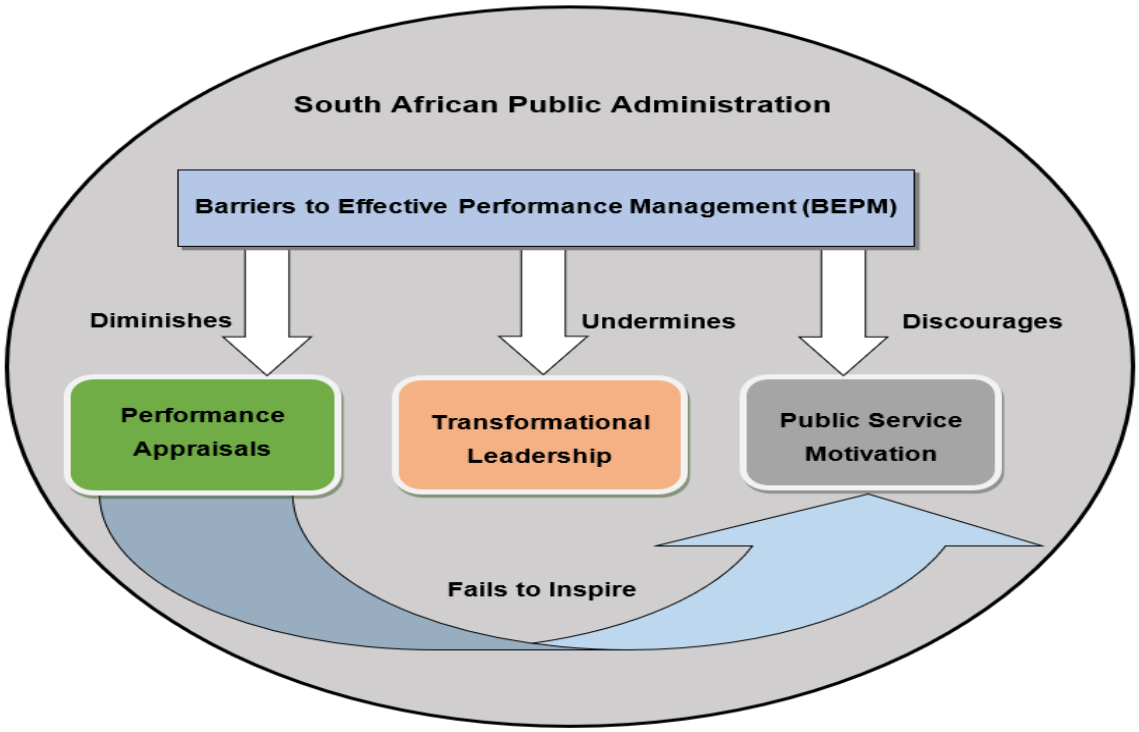



**Figure 3: Problem statement**
**Source: Own Illustration**

## 1.4 Research Question

Given the problem statement in the previous subsection, the principal research question is:

Does BEPM hinder South African civil servants from making meaningful contributions to the transformation of existing public institutions into high performance organisations?

Originating from the overarching principal research question, sub questions were framed, and these provide the foundation for the research goals and specific questions.

1) Does a connection exist between BEPM in South African public administration and employee public service motivation?
2) Does a relationship exist between BEPM in South African public administration and employee performance appraisals?
3) Does a corelation exist between BEPM in South African public administration and employee trust in public administration transformational leadership style?
4) Does transformational leadership style in South African public administration mediate the relationship between BEPM and employee public service motivation?

## 1.5 Research Goal and Objectives

The goal of this study is to analyse and understand the factors that influence employee high performance and how public institution thought leadership can improve operational productivity and performance excellence. Secondary objectives listed below have been identified to address the overarching research objective.

1) To investigate any influence that BEPM in South African public administration has on employee public service motivation.
2) To assess the relationship between BEPM in South African public administration and employee perceptions towards performance management appraisals.
3) To evaluate any impact that BEPM has on employee trust levels in South African public administration transformational leadership style.
4) To determine if public administration transformational leadership style can moderate how BEPM influences employee public service motivation.

## 1.6 Significance of the Study

This research expands on the limited knowledge pertaining to precursors of poor public administration performance within South Africa. The results of this study will assist public institution human resource professionals and leaders identify challenges to procedural modernisations and performance improvements confronted by public servants, and the benefits of employing alternative stratagems that stimulate public sector employee motivation and elevate the cumulative public service value.

Knowledge of BEPM and inadequacies in current practices would contribute towards fast-tracked maturity of South African public administration performance management models and raise community confidence through positive experiences with public institutions. The information emanating out of this study would encourage public sector policy changes and guide top management's decision making for increased accountability, good governance, and employee job satisfaction whilst limiting attrition rate of knowledge workers. Public agencies could benefit from this study to rationalize funding that supports campaigns to ease performance barriers. All role players need to acknowledge that BEPMs will remain a constant variable of everyday practices within public administration, however the imperativeness of admitting this and striving for empowerment by way of cross-examining BEPMs influence on other public administration facets, is vital.

## 1.7 Delimitation of the Research Project

The research is focused on South African public administration, the private sector is removed from the study. To mitigate the risk of low response rates for surveys, the research is open to employees from all public organisations. Therefore, conclusions and results interpreted in this study can be regarded as broad generalised statements on South African public organisations, the aim was to avoid scrutiny of a particular public institution but to emphasise that the issue of BEPM is endemic across all public institutions. The research does not seek to

solve barriers to public sector performance only to understand the connection between public sector performance barriers and its impact on dependant variables, solving BEPMs would require a more in-depth and time-consuming undertaking. Employee recommendations for solutions to BEPM is not included in this research, currently this extends beyond the range for this study. Owing to the time constraints permitted for the research, whilst a myriad of barriers exists, this study's focus of barrier themes were workplace silos, obsolete technology, inadequate communication, insufficient innovation and scarce training and development opportunities were investigated. The study is concerned with current public administration employee perspectives therefore perspectives of employees that were no longer in the employment of public sector and foreign nationals working in the South African public administration were excluded from this study, since current South African civil servants perceptions are most relevant to current situation at South African public institutions. Management level public sector employees were also excluded from the results, a key dimension of the study were the perceptions of operational level staff towards transformational leadership as a management style for lowering performance barriers, the barriers experienced by managers and operational employees are different in nature and viewed from different perspectives.

## 1.8 Limitations of the Research Project

The research is limited to a sample of civil servants in South African public administration as a representation of the entire population of South African public administration. South African public administration comprises various industries from National and Provincial Ministries, Local Government, and state-owned enterprises. The results will be studied across the different segments without any distinction made between the various public sector industries, the prevalence of performance barriers is not contingent to public sector industry type. Each public institution has its own set of functional departments, independent results for each department will not be considered. The data collected is from South African public sector employees and cannot be used to draw inference and generalisations about

public administration in other countries, due to difference in worker literacy advancement, varied political systems and a diverse level of worker access to affordable training.

Whilst various performance disciplines exist in the public sector the key focus of this paper, remains barriers to effectively perform within South African public administration. The measures are based on employee perceptions and not based on employee objective reasoning since worker effort is supported by intuitive experiences. More questions about actual employee experiences should have been included to gain a deeper understanding of the direct impact of barriers on individual experiences, because the research apparatus was a questionnaire, the most obvious and common worker problems were examined. The study assumes that a high-performance public administration practice will increase public service value and automatically lead to effectiveness, only if the tasks performed are correct, appropriate and suitable for business value.

The limited research material available on the subject matter of performance management in the South African public administration is deeply concentrated in performance management as management policy rather than a mechanism for performance improvement, causing the researcher to extrapolate suppositions by reviewing international public administration referenced articles and journal.

## 1.9 Hypotheses from research questions

***RQ1:*** Does a connection exist between BEPM in South African public administration and employee public service motivation?

**H1** – South African public administration employee's perception of BEPM has a significant and negative relationship with reported employee public service motivation.

***RQ2:*** Does a relationship exist between BEPM in South African public administration and employee performance appraisals?

**H2** – South African public administration employee's perception of BEPM has a significant and negative relationship with reported performance management appraisals.

***RQ3:*** Does a corelation exist between BEPM in South African public administration and employee trust in public administration transformational leadership style?

**H3** – South African public administration employee's perception of BEPM has a significant and negative relationship with employee trust of public sector transformational leadership style.

***RQ4:*** Does transformational leadership style in South African public administration mediate the relationship between BEPM and employee public service motivation?

**H4** – South African public administration transformational leadership style can mediate the relationship between BEPM and employee public service motivation.

## 1.10 Synopsis of forthcoming Chapters

After this research orientation chapter, the subsequent chapter is arranged to extensively evaluate dialogue, theories, postulates, and debates contained in earlier artefacts pertaining to the five commonly recognised BEPMs within the public sector, along with their connection to transformational leadership style, public service motivation and performance appraisals, to better acquaint researcher with former pedagogical discoveries, so that a response to research questions and hypotheses can be satisfied. The third chapter explains the research design and strategy adopted for data collection and statical analysis techniques of this paper. The penultimate chapter deduces meaning from the data findings and provides discussions with support from influential research theme academics. The fifth chapter offers implications derived from the current research survey data and makes recommendations for future researchers concerned with barriers to public sector performance management.

# Chapter 2: Literature Review

## 2.1 Introduction

South African public administration success for satisfying its strategic objectives is contingent upon its control of barriers to effective performance management (BEPM) encountered by its employees. It is anticipated that management of BEPM can improve employee job satisfaction, enhance both employee wellness and employee morale, contribute to better resource management and positive brand marketing, lower employee attrition rates, decrease grievances and curb unplanned absenteeism to negligeable rates.

This chapter provides clarity on the key concepts of the five barriers recognised for this study, performance appraisals, transformational leadership, public service motivation for performance improvement by way of reviewing existing academic literature and other student's theories and suggestions.

Performance management challenges arising from BEPM were also investigated through review of previous research work concluded. The first step was to identify the various BEPMs that exist in South African public sector from the literature review, by accessing online academic libraries with use of key search words, “South Africa” + “Barriers” + “Performance Management” + “Public Administration” Articles were filtered by the title descriptions. During the appraisal of the publications for hypothetical or practical usage, it became apparent that five common BEPM themes resurfaced throughout the review, albeit with slight differences in expression. Analysis and discussion of the relevant existing theorical literature, the relationship theory between BEPM and public service motivation and reviewing transformational leadership theory as a mediator between BEPM and public service motivation were used to determine articles contribution to this explorative study.

## 2.2 Theoretical Framing

In the absence of appropriate and acknowledged theories to explain or confirm BEPM connections to employee public service motivation, transformational leadership, and performance management appraisals, inductive research permits for concept formation from the analysis of collected research data. Hayes, Heit, & Swendsen, (2010) advise on the use of inductive reasoning as most appropriate when the premise is unclear. Pellegrino & Glaser (2021) accede and reason that inductive reasoning can lessen the gap between theoretical deficiency and exploring new theories.

Despite inductive research strategy's leniency for deficiency in preceding theoretical frameworks by relying primarily on critical evaluation of the data to determine theory, Zalaghi & Khazaei, (2016) are in consensus that inductive research remains well reinforced by preliminary theory to draw inference from the data. Directed by inductive reasoning, in the sections that follow the researcher investigates principal concepts from Walia's 2014 study of "Barriers to effective performance management" and review of contemporary literature for synthesis of material concepts from employee public service motivation theory, performance management frameworks and transformational leadership theory in public management performance research works. Based on researcher interpretation of the academic literature debates and discussions, a conclusion is provided at the bottom of this chapter.

## 2.3 Barriers to Effective Performance Management (BEPM) in Public Administration

Although global scholars of public administration barriers such as Ndevu & Muller (2018), Gunn, Zwickert & Hilyard (2021), Albertus &Hamman-Fisher (2021), Weerakkody, Janssen, & El-Haddadeh (2021) have listed a plethora of resistance and barriers to effective performance management in public administration under numerous headings viz, cadre deployment, capacity shortfalls, persistent political

interference, no leadership commitment or institute's low decision-making autonomy, dereliction of duty for change efforts, weak political leadership, this research expands on common barriers within the South African context that eminent public administration interest groups have confined to workplace silos, inadequate communication, insufficient innovation, obsolete technology, and scarce learning and skills development opportunities. It is the inherent desire of every employer and employee, as observed by Kapur (2018), that work be executed without unnecessary complications from performance barriers.

Through review of current academic literature on management science and public administration organisational theory of performance management the following barriers are discussed in detail.

### 2.3.1 Workplace Silos as a BEPM

Diminished collaboration, lack of trust, isolation, turf wars, selfish inward-seeking rational, duplicate processes, tunnel vision, resource wastage and limited scope for decision-making, Forsten-Astikainen, Hurmelinna-Laukkanen, Lamsa, Heilmann, & Hyrkas (2017), pronounce are the products of silo syndrome organisations. Silo mentality undermines knowledge transfer, limits organisational productivity, and curbs team collaboration efforts; therefore, it is detrimental to high performance outcomes. Silo work outlook arises when employees believe that it is superfluous to grasp, how their job contribute to the central objectives of the business.

Acceptance of decentralisation in public sector to maximise focus, accountability and synergy within support functions has inadvertently contributed to restricting business knowledge, specialised expertise, experience, and competency to the vertical silo segmentation consequently constraining cross functional interaction, reducing broader opportunities for collective learning, and incapacitating effective performance management. The underpinning argument for organisational silos is based on tiered divisional formations to which groups of people are arranged by their work function and specialised competency (Toikka, 2018), individuals

maintain different levels of authority, and directives are dispatched vertically from top management to subordinates with weaker power ranked at the lowermost tier.

Team member allegiance to departmental leaders reinforces departmental silos, divisional heads are responsible for the overall success of their divisions and by design the achievements of everyone in their division. Implication is that employees are duty-bound to confidentiality and trust from their departmental heads and therefore employees desist empowering division outsiders. Cilliers & Greyvenstein (2012), discovered that silos dictated work conduct and noticed that employee reluctance to attend meetings with cross functional departments was due primarily to anxiety regarding process scrutiny and work method interrogation. Toikka, (2018) explains that whilst leaders are tasked with dismantling silos, leadership conflicts can create silos for their operational level employees, leaders are expected to act maturely and adopt a style that discourages information silos. A common disadvantage for individuals within the silo as revealed by Lloyd (2016), is experiencing insulation from difficulties solved by others and insufficient cross pollination of ideas to overcoming common challenges, De Waal (2019), emphasises that while coalitions of excellence may exist in the public sector, it is problematic to access the knowledge base because of silos therefore resources meant for performance enhancements increase wasteful expenditure, when firms repeatedly address similar problems.

It is beneficial to note that physical contact does not underline the theory nor define the perimeters of a silo mentality. Members with a shared perception of their own truth, predictably gravitate towards self-arranged isolated cliques seeking protection from employees with competing intentions (Salas, Shuffler, Thayer, Bedwell, & Lazzara, 2015). Whilst organisational silos are process oriented, providing order through centralised functions but diminishing integration and collaboration efforts between divisions, silo mentality is fear-based paranoia motivated by individual self-preservation, purposefully intended to make accessing work information and assistance as difficult as possible. Due to the essence of a silo infirmity within institutions, employees who become disadvantaged because

information is being withheld from them, appear to be incompetent, insubordinate and require training (Toikka, 2018), yet these disorders are outcomes of a silo syndrome organisation.

Working in silos by its very essence breeds fragmentation and impairs meaningful interactions between individuals and teams, it reduces chances for high performance outcomes. Bundred (2006) and Toikka (2018), have found that, public administration professionals such as accountants, data scientist, attorneys, medics, and engineers tend to be extremely individualistic and faithful to professional silos rather than loyal to state employer, identifying even lesser with the rest of public sector. Failure to acknowledge the valuable role others play can lead to fear of information sharing, being used to discredit reputations and professions. Silo mentality erodes morale, curtails efficiency and creativity yet increases conflict and confusion. Silo phenomenon as described by Scott (2020), is indicative that pursuing the enterprise goals are no longer the main prerogative, Toikka (2018), faults silo work culture for debasing community experiences and interactions with the public institution.

Public administration executive leadership is burdened with changing silo mentality into opportunities for organisational success by fostering open communication that promote an agile workforce, enhanced career growth, higher levels of production, reduced operational expenses and appreciation of all employees from every section of the public sector value chain. To improve individual and public administration performance, Filiposka, Łapacz, Balcerkiewicz, Wein & Sobieski, (2017) encourages executives to invest time and concerted effort to dismantle silos as soon as they appear. Encouraging employees to translate tacit business information into a knowledge-based library is the first step in breaking down silos. Every staff meeting should include a footnote on the organisation's current overall performance, including disruptions and shortcomings, shifting focus back to the collective goal of serving a higher purpose and the agency's public service mandate.

### 2.3.2 Obsolete Technology as a BEPM

Digitisation of life experiences and computerization of public services is becoming an integral part of conventional human existence, no nation is impervious to the evolutions of ITC. Colossal amounts of data get produced for detection of client behaviour patterns that were previously impossible to achieve. Maciejewski (2017), caveats that this upsurge in electronic data availability would require advanced computational power to provide customer trend analyse, predictive modelling, monitor noncompliance and warn of any irregularities, rapidly connect disparate information, and generate automated real time reports of public sector information for confident decision making.

Effortlessness verification of eligibility to receive services, easier integration of information, condensed paperwork, cheaper transactional costs, transparency, and efficacious delivery of public services as explained by Bhuiyan, (2011), Maciejewski (2017) and Prokofiev, Kadyrova, Artyukhin, Yeremin, & Savelyev (2021) are surrendered if public sector relinquishes plans to continuously modernise technological platforms. Liu & Yuan (2015), indicate that developing countries like South Africa are prone to falling behind on e-government services mainly because transformation progresses at the pace of its citizens and corporate awareness of technology to solves immediate problems. Studies conducted by Mbatha, Ocholla, & Roux (2011) and Ntetha & Mostert (2011) to assess South African public servant digital literacy readiness for service delivery enrichment confirmed a dire need for basic computer training.

The 2008 financial crash led to an exodus of critical systems specialists leaving South Africa for more competitive earnings in international markets was discovered by Albertus & Hamman-Fisher (2021). Technology pundits with critical ITC skills to assist with technology upgrades and digital transformation are difficult to retain in South African public sector laden with tight treasury budget restrictions, whilst competing with private sector and global knowledge economy with premium fees for scarcest ITC talent. After 2008, the government attempted to rebuild skills through public-private ITC partnerships, researchers Albertus & Hamman-Fisher

(2021) affirm that senior public managers confronted by rigid timelines, failed to hold private contractors' liable for skills transfer to civil servants. At the end of these partnerships the ITC consultants either resigned with critical business systems knowledge or alternatively request exorbitant unsustainable fees. Challenges with integrating current core legacy systems and new technology increases the chances of technology adoption barriers as explained by Espinoza, Martínez & Gómez (2021), legacy system modifications are seldom documented correctly nor accurately for recent recruits to comprehend, any integration of modern technology destabilises or introduces interruption to current revenue channel services that function on legacy core systems.

Camerena & Fusi (2021), state that the arrival of new technologies also implies that revamped performance appraisals must be contracted and monitored for revised workload expectations and exploration, this can become the source of employee reluctance to transition towards adopting new ITC tools, whilst Anjum & Ismail (2022) found that resistance emanated from employee uncertainty of job position, loss of authority along with low self-confidence to complete new system activities.

Jaarsveldt & Wessels (2015) stresses the importance of civil servant ITC subject matter competency and digital literacy by calling for more system thinking and ITC modules to be included in South African public management degrees. Public sector is weighed down by a culture of risk aversion and inattentiveness to ITC risk management disciplines, very few public sector managers can distinguish when to terminate ITC projects that exceed their risk thresholds or when to abandon projects that have no chance of fulfilling their directive due to global business landscape changes. As a suggestion to decrease the rate of ITC project failures, McQuiston & Manoharan (2021) recommend mandatory training of public managers in ITC project management for strengthening state ITC capacity of both technology and people, eventually curtailing supplier dominance over state funded ITC projects. Sutter & Kieser (2019) stresses the benefit of upgrading technology platforms, ITC terminology awareness and improving conversations with

consultants for concise specifications of ITC project requirements instead of being limited to just public sector ITC lexicon.

Wirtz, Langer & Fenner (2021) refer to the emerging use of artificial intelligence and chatbots for customer enquiries, social media to engage and communicate with stakeholders, whilst Nhede, Mazenda, & Masiya (2022) present internet of things with multiple devices sharing information between each other, smart cities, predictive modelling based on big data, blockchain digital currency transfer payments, as motives from fast-shifting technological landscapes that necessitate public management leapfrog away from impotent and obsolete technology towards modern relevant alternatives. Maciejewski (2017) argues for accelerated adoption of technology in public sector to optimise organisational performance, automate monotonous tasks, improve customer behavioural trend analysis and accurately forecast resource supplies to match demands. Capacity improvement and dropping overtime hours in public administration can be facilitated by germane technology adoption (Lember, Kattel & Tonurist, 2018), efficiency and performance are weakened with capacity shortfalls, upgraded apropos technology offer compensation for human capacity shortfalls. Obsolete incompatible technology slows down the pace of modernisation strategies.

Public services in South Africa are still highly supported by paper-based processes as exemplified by Maremi, Thulare & Herselman (2022), despite public petition for faster accurate information through means of digitally enabled e-government platforms on the web. Through means of web enabled technology, the data capturing effort that would usually be completed by public administration staff is automatically transferred to the technology device of the service beneficiary, and Bhuiyan (2011) praises that this can be completed at a time of convenience to the service recipient. A web enabled informed citizenship is more likely to comply diligently with obligations, behave responsibly and purposefully improve their standard of living and the livelihood of their society.

Maremi, Thulare, & Herselman (2022) and Dukic, Dukic, & Bertovic (2017) agree that the success, potential and capability to leverage the processing power of

technology and satisfy expectations for e-government depends on the knowledge, motivation, and acceptance by civil workers.

### 2.3.3 Inadequate Communication as a BEPM

Communication is necessary for the transfer of information and ideas for mutual benefit and outcomes (Kapur, 2018). Communication as a barrier to organisational performance ruins the smooth day to day cooperation for improved service delivery and integrated public value (Kim & Lee, 2006).

South Africa with eleven official languages Nel et al., (2012), can cause a lot of information to be discounted when cultural and language nuances are misunderstood. Communication theorist Schyve (2007) and Lunenburg (2010), concur that employee culture can distort the meaning and understanding of words, Fandrejewska & Wasilik (2018) back this with empirical evidence of instances where people from similar cultures hold different interpretations of the same word. Communicating for idea exchange and knowledge sharing can be challenging as Salih & Drauker (2019) revealed, unspoken office culture causes new recruits to underestimate the worth of their contribution as a result of lesser work experience than the rest of the team and sensible work-related disagreement with senior colleagues are taboo.

Communication outside mother tongues for common work purpose can become exhausting and susceptible to distortion since the information must be mentally translated and decoded back into home language. Colleagues unaccustomed with the dominant language may get mocked by the group and out of distress for being misunderstood, voluntarily opt to reduce their involvement within the team. A study concluded by Tenzer, Pudelko & Harzing (2014) regarding communication as a barrier between individuals working together revealed that limited vocabulary of the dominant coalition deters staff from asking work related questions, triggering unbalanced participation in team collaborative efforts and discussions becoming incoherent, consequently increase volume of errors and rework surges.

Public administration workplaces after covid-19 prompted video conferencing with weak network connections and poor audio visuals for remote working arrangements, face-to-face meetings with citizens requires social distancing and mandatory wearing of face masks for office-based employees, these measures contrived to increase chances of annoyance and misunderstandings. Information overload created a condition referred to by Neill & Bowen (2021) as pseudo listening, employees vent frustrations about performance challenges but their concerns influence no decision-making. Pseudo listening is counterproductive, employees start to withdraw into silence and meetings become echo chambers. Implementing an employee centric communication policy to cultivate cooperation is essential in managing employee perceptions of voicelessness. A common employee gripe in large public administration bodies is one of isolation, not being updated about activities within the wider enterprise beyond their immediate responsibilities.

Through relationship management theory, Welch (2006) apprises us that to become effective communicators, management needs to be sentient of their target audience and adjust communication styles to listeners. Meetings should resonance decency even when there is disagreement between parties, be agenda specific, brief, and focused with attendance of participants relevant to the discussion.

The communication climate of an organisation is a fundamental component to enable employee success and job satisfaction. When organisations fail to adopt communication policies that pivot on addressing employees with openness, fair-mindedness, respect and trust as founding pillars, Neill & Bowen (2021) caveats that morale and performance decline and worker disengagement emerges.

Another important aspect of communication is active listening, managers must remain mindful of changing stakeholder priorities and have a firm grasp of information throughout the organisation. Active listening for ratification of positive adjustments can build trust, whenever trust is present in leader follower relationships, followers are inclined to feel safe and comfortable in expressing their

concerns without worry of reprisal. Shenhar (1990) advocates for an open-door policy, whilst Serrat & Serrat (2017) encourages management by walking around to make it known that executive management is sensitive to employee morale, accessible, approachable, and actively seeking interaction with their workforce. Colleagues' opinions about each other, beliefs about their leaders and how they imagine others view them, will inform how they reach out for assistance and guidance, voice their concerns regarding performance barriers, and to what extent they are prepared to actively seek out solutions (White, Eklund, McNeal, Hochhalter & Arroliga, 2018). Their emotional context impacts the general team performance, by either promoting or discouraging coordination challenges and knowledge sharing.

Authentic feedback regarding employee appraisals is obligatory for civil servants to recognise where they stand on the performance spectrum and areas for improvement, Lunenburg (2010) states that feedback must be factual and evidence-based, to be taken seriously, to improve productivity and to avoid future strained relations, Beskese, Kahraman, Buyukbay & Bozbura, (2018) expands on the importance of communicating performance via clear and specific feedback since it is the key to advancement and realisation of improved future performance. Informal feedback discussions should be held, where target performance standards are reiterated, and employees are given platform to express their work concerns. Irrespective of their discomfort, managers should never dodge their responsibility by turning a blind eye to underperformance, weak performers must be addressed as soon as they are identified (Che, Fakhrorazi, Wei-Kit, & Chen, 2021) and Hassan & Hatmaker (2015). Team relations and dynamics is contingent upon leadership style, behaviours, and strategies. Leaders set the tone and stipulate the climate for team performance.

### 2.3.4 Insufficient Innovation as a BEPM

Innovation is a critical component for sustaining competitive performance and requires enterprise collective imagination along with intelligence for the

discontinuity of traditional problem-solving approaches (Mu & Wang, 2020), is not prescriptive to technology usage alone, it involves modernisation of policy, variety of better-quality amenities, new administrative activities and ideas, enhanced product development, efficient processes, and economic progress (Alosani, Yusoff, Al-Ansi, & Al-Dhaafri, 2021). In government, innovation is inseparable from agency internal bureaucracy and external political authority (Raksnys, Valickas, & Vanagas, 2020), it brings deliberate transformation, endorses institutional reshaping, and stimulates employee creativity and coordination for improved methods of achieving business objectives and sustainable growth of the administration. Public organisations that implement innovation to minimise customer inconvenience inspire confidence and trust from citizens (Alosani, Yusoff, Al-Ansi, & Al-Dhaafri, 2021), whist improving organisational credibility and performance.

The echelons of credibility and capability for innovation amongst public sector participants and leaders is varied. The customary energy and determination for innovation in public administration is pushed by ephemeral pressure associated with re-election and quest for public support (Ferraris, Santoro, & Pellicelli, 2020). Hossain (2018) describes a workplace culture that is innovation oriented as promoting experimentation, encourages learning from mistakes, promotes discovery through fun and pleasure, work done in informal teams with mixed talents, and endorses inquisitive enquiry on ‘what is required and possible’ as opposed to ‘current movements’, these are essential cultural attributes for public administration innovation hubs.

Determinates of stagnated innovation in public sector, as clarified by Kozioł-Nadolna & Beyer (2021), is resistance to change, inability to identity opportunities, failure to timeously disseminate information to the public about upcoming innovation, poor change management protocols, excessive change control regulatory form-filling and deficiency in financial sponsorships. Moussa, McMurray & Muenjohn (2018) blames too much focus placed on innovating core business without acknowledging slight innovations in auxiliary activities can resolve value

chain bottlenecks and contribute a noticeable difference, also unclear career progression plans, weak documentation and record tracking systems, inadequate employee recognition programs and shortage of adequate testing platforms create an unfavourable climate for innovation in the public sector. Deprived of proper coordination protocol, problems collating dispersed information for decision making, weak incentives to procure and obstruse roles of stakeholders were some of the explanations from Axelson, Netz & Sandstrom (2017) for lesser innovation in public sector organisations. Wanna (2013) proclaims civil servants subjected to excessive monitoring and micromanaging are prone to reduced autonomy, inhibiting thoughtful innovation, inquisitive investigation, unrestricted exploration, and playful experimentation.

Unfortunately, the majority of public sector employee time is consumed by urgent short-term quick fixes of immediate crises, leaving inadequate time for important strategic long-term matters requiring imagination, implementation, and verification of permanent innovative solutions (Cole, 2022), (Arundel, Bloch & Ferguson, 2019) concurs that failure to transform into an ambidextrous business model creates fundamental temptation to transfer resources for present problem containment and overlook solving for permanent long term solutions.

Numerous cross-functional approvals, bureaucracy and red tape associated with modernization makes senior managers reluctant to dream beyond the horizon, and reluctant to support and seek out innovative ideas replacing traditional methods. Overcoming logistic complexities for joint cost centre budgeting between different innovation beneficiaries, flexibility to rapidly shifting priorities, strong stakeholder support networks, openness, honesty and change champion qualities are obligatory for innovation to succeed. This can be uncomfortable for employees whom for years have been tasked with predictable repetitive workflows.

A culture of continuous innovation is dependent on management commitment, prioritisation, communication, motivation, follow-ups, and appreciation as expressed by interviewees Gode, Johansen, & Thomsen (2019) questioned, leaders are expected to support, make suggestions, and provide feedback on

innovation initiatives (Lindsay et al., 2018), infers public managers should make plenty of time available for discussion of ideas and ensure, employees must be free of consequences for failure.

Business cases in public sector for innovation take months to gain approval by that stage the innovation landscape has been drastically altered. Ferraris, Santoro, & Pellicelli (2020) blame public sector slow decision making and absent innovation culture, for paucity of competitive rivalry and market share in public sector. Raksnys, Valickas, & Vanagas (2020) criticises minimal economic responsibility to generate profit in the public sector as the main drawback for insufficient innovation. Continuous budget cuts inculcate a leadership culture of risk aversion, because innovation costs are massive at the beginning and gains are only realised in the distant future, risk adversity is institutionalised in public organisations.

Innovation catastrophes in the public administration are known to carry bad publicity and reputational risks for public managers (Ferraris, Santoro, & Pellicelli, 2020). Alas, public sector leadership indoctrinated with maintaining business stability, actively dodge promoting disruptive innovations. Ferraris, Santoro, & Pellicelli (2020) and Kozioł-Nadolna & Beyer (2021), Political leadership tenure is relatively brief and lasts only a couple of years therefore short-term innovation successes are favoured. Procurement tender processes designed for business-as-usual activities can pose a challenge to continuous innovation initiatives.

Some public institutions, Manimala, Jose & Thomas (2006) claimed avoid innovation because of unclear strategies and modest budget allocations make it difficult to support complex innovation. Mishandled change management and employee job security concerns contribute to suppressing innovation in the public sector. Dismal motivational schemes in public administration also does not do much to incentivise employees to innovate. Lack of an entrepreneurial risk appetite in the public sector stifle radical innovation to improve performance. Public sector culture and resistance to constructively implement performance improvements is cause for concern, Rivenbark, Fasiello & Adamo (2016) also propose that the problem of high adoption costs for innovation, low validity along

with unreliable measures, and no support from executive management are predecessors to insufficient innovations as a barrier to performance enhancements.

### 2.3.5 Scarce Training and Development Opportunities as a BEPM

“The only thing worse than training your employees and having them leave is not training them and having them stay.” (Henry Ford, Founder of Ford Motor Company, in Christou, 2020). An organisation’s revenue, motive for existing and competitive advantage are determined by the knowledge and aptitude of its employees to successfully execute day-to-day job specific functions (Karim, Choudhury & Latif, 2019), to empower and guarantee the organisation successfully achieves its mandate and business plans through high performance and improved dexterity (Mozael, 2015). In the public sector, Dabale, Jagero & Nyauchi, (2014) claimed training of public servants assisted with producing high quality of work whilst Siddiqui & Sahar (2019) confirmed that training and development improved functional understanding of employee job requirements. Karim et al., (2019) states employee training and development to be a methodical attempt to amass specific proficiencies, competencies, qualifications, expertise, and movements to produce a distinct job outcome, also training increases the aggregate organisational job competency, along with motivating employees to become well organised and prepared in support of a high-performance oriented institute.

Dabale et al., (2014) asserted that employees who were excluded from training initiatives demonstrate high resistance to change management exercises, Mvuyisi & Mapuranga (2022) designated high incidents of employee injury, health issues and safety breaches to untutored employees, whilst Ali, Mahmood & Mehreen (2019) emphasised that inadequate training would contribute unfavourably to leadership succession plans and business continuity. Unless senior leadership acknowledges the importance of investing in their human capital, the wide-ranging potential of employees cannot be fully appreciated and recognised (Elnaga & Imran, 2013), When managers are unsupportive of training because of employee

downtime and budgetary straitjackets, it reinforces employee beliefs about their jobs being unimportance to the organisation (Mabungela & Mapuranga, 2022), decreases personnel self-worth and sense of responsibility towards customer satisfaction Elnaga & Imran (2013), Ozkeser (2019) attributes a sense of privilege for workers granted training opportunities that are sponsored by the organisation, human beings are conditioned to reciprocate with positive attitudes towards those that value and express concern for their well-being, training can also be leveraged as an employee empowerment and engagement instrument to attain their next level of promotion (Manzoor, Bányai, Nurunnabi & Subhan, 2019).

Institutions devoid of proper employee training and utilising weak outmoded techniques without replacing modern best practices, will inflate variances between current productivity and targeted productivity to be irreconcilable. As modern technologies emerge and public service requirements change, some jobs are destined to become antiquated (Mabungela & Mapuranga, 2022). The importance of an erudite, well-coordinated and well-trained public workforce, to extract benefit from latest technologies to optimise organisational performance through applying reduced procedural transactional cost and exposure to marginal likelihood of human errors (Elnaga & Imran, 2013), should not be underestimated.

Prasetyo, et al., (2021) advised that the absence of training programs will cause employee career development to stagnate significantly and retention rates to plummet, collaborated by Elnaga & Imran, (2013) citing low worker confidence and high frustration levels to complete a task along with impassable admission to training programs, often leads to low morale and high human capital attrition for the organisation. When public sector visionaries craft new strategies or seek alternative work methods, the existing workforce production, capacity, expertise, and skills proficiency must be careful understood along with the training requirements for any novel ideas and methods. The organisations requirements for employees to be trained in a specific skill set should be paired to curriculum, content, industry best practices (Dabale et al., 2014), business objectives, practical exposure, and job familiarity of the received learning (Manzoor et al., 2019)

Civil servants in South Africa, as Dabale et al., (2014) discovered are encouraged to train and self-develop so that they may introduce significant value and sometimes exceed on their individual performance targets. When goals are achieved, then new goals can be contracted, for accumulated learning to thrive. Employees who receive training have shown exceptional levels of motivation for problem solving and creative thinking. Dabale et al., (2014) expressed a connection between employee motivation and outstanding performance with training and development as the mediating factor, also upheld by research concluded by Alfiyah & Riyanto, (2019). Grobler, Warnich & Mokobane (2018) contested the idea of training increasing employee motivation and job performance, the argument he raised was motivated employees by default would embrace organisational citizenship, remain committed and responsive to management directives therefore perform to the best of their ability without training as a mediator between intrinsic motivation and high performance.

It is only by guaranteeing that personnel tasked with work, possess the mandatory competencies aligned to the job requirements, can productivity be enhanced, consumer satisfaction be improved, and job inventiveness raised. Public sector is not just compelled to lower the transaction cost of services but also grow the expertise of its workers through training and development programmes (Arntsen, Toresen & Karisen, 2018). Organisational capacity and employee capability to perform augmented responsibilities must be expanded and managed as company assets for increased productivity (Mokoele, Masenya & Makalela 2018). Ryu & Hong (2020) and Yang, Seong & Hong (2020) acknowledged that when credible management feedback and sensitivity for employee learning and job-related skills development are available then self-esteem and creativity is fostered amongst employees. Management supported training initiatives bridges the ambiguity between ‘what must occur’ and ‘actual action taken’ to promote high performance within the enterprise.

Whilst training targets immediate work skills acquisition for both new and existing employees, where task appreciation, performance and responsibility can be

enhanced and become influential to career development, commitment, and work motivation as assessed by Niati, Siregar & Paryoga, (2021), neglect of employee development would contribute to an intellectually insolvent talent pool to address future organisational endeavours (Nunvi, 2006, MacNamara, 2008, and Karim et al., 2019). Development can also be viewed as long term support for staff employability and career progression along with easing fears associated with neglected succession planning and leadership vacancies (Ali, Mahmood & Mehreen, 2019).

## 2.4 BEPM and Public Administration Performance Appraisals

The leading objective of the South African public sector performance management programme (South African Republic, DPSA., 2007), was ensuring all civil servants are familiar with their responsibilities and obligations in terms of expected productivity and performance, promotion of ongoing performance discussions between supervisors and employees, measure performance without any bias, identify performance that is improved, cost effective and efficient, and finally manage poor and unproductive performance. Beskese et al., (2018) maintain that without performance appraisals identifying the top performers, and establishing customised retention strategies to persuade exemplary workers to extend tenure with the organisation would be a management challenge. Employee value propositions in the public administration sometimes fall short of market related remuneration packages, especially for knowledge worker services whose worth is difficult to appraise with scientific appraisal calculations.

In public agencies where funds are scarce and generating performance reports are expensive, officials measure performance that is associated with measurable indicators such as quantity of overtime hours spent on work item, instead of what matters to the public is quality (error free) work completion. Gathering qualitative business information which pays tribute to newly introduced processes is costly in both time and technology and even when the information gets collected, finding experts with correct skillset to conduct the data analysis becomes challenging. Mokoele, Masenya & Makalela (2018) describe performance appraisals as a

deliberate and intentional management intervention with best practise to assist employees accomplish business objectives, Robbins & Judge (2011) claim the purpose is to improve customer service delivery.

Beskese et al., (2018) stresses that for performance appraisals to be legitimate they must be compatible to enterprise strategy and evaluated through a procedure that is free from manipulation. Amici & Cepiku (2020) criticise public sector performance appraisals as mostly focusing on the outcomes and outputs of just one institutional body without any integration into a consolidated national public sector report. Inconsistent and ambiguous task descriptions, complex bureaucratic organisational structures and descriptive rather than quantitative objectives generate challenges for public administration performance improvements (Boyne & Walker, 2005).

Moderating appraisal data, widening the goal post or finding plausible excuses for negative performance, avoiding criticism from opposition parties, or campaigning for re-election, are common practices in public agencies throughout the world. It is difficult to actively fix deficient performance when there is denial of any deficient performance, Thomas (2006). Wanna (2013) reveal that attempts by public sector management to consciously enforce accurate measurements have created negative consequences for service delivery in some cases, staff are slowed down by time keeping protocol and compliance for accurate performance recordings that ultimately reduce their available production hours to perform contracted work.

When applied correctly, Mokoele, Masenya & Makalela (2018) advise that work appraisals can supply meaningful quantitative and qualitative data regarding productivity to guide changes in strategic thinking and better executive decision making. Slight adjustments to performance measurement variables and tools that are misaligned to management objectives can produce disastrous consequences (Jarrar & Schiuma, 2007). Three basic criteria for performance appraisals as noted by Lee (2005) firstly to address performance that is below agreed targets, secondly reward any high-quality performance outputs, and thirdly enable a culture of continued performance growth into the future, Beskese et al., (2018) goes a step

further by stating an effective performance measurement instrument also intends to identify all human capital weaknesses in the organisation. The recognition of efficiency in public agency service delivery is when a noticeable paradigm shift occurs from sustainability to growth in performance, otherwise performance management remains dysfunctional.

When it becomes conspicuously obvious that public administration performance management is without merit and lacking social justice, the hardest working and most competent knowledge workers who feel cheated, are the first ones to actively seek employment outside the organisation and thus erode public administration competencies for sustainably reformed performance.

Performance assessments in its current state is interdisciplinary and heavily entangled (Cuccurullo, Aria & Sarto, 2016), this complicates the interpretation and reasons for performance outcomes, therefore performance information does not contribute to service improvement and has limited influence on policy formation in public sector (Uusikyla, 2013), Instead of concentrating on rules and resource management, there should be more emphasis on deliverables and results. The dissatisfaction with not knowing the relationship between performance and rationality for performance outcomes renders the exercise unfit for improving strategic target settings. Public servant performance management is flawed, when performance is measured intermittently, and scorecard metrics are not quantitatively measurable, triggering subjectivity and biasness as common features in the equation Beskese et al., (2018).

## 2.5 BEPM and Public Administration Public Service Motivation

Any attempt to improve public agency performance is reliant on having motivated employees. Preference for intrinsic recognition over extrinsic compensation is an attribute associated with individuals who respond to public administration employment, therefore Fowler & Birdsall (2020) contend performance reform initiatives at private sector can be deceptive, if applied to public sector employees, because as demonstrated by Lyons, Duxbury, & Higgins (2006), civil servants who

subscribe to organisational citizenship are ready, devoted, committed and willing to provide high quality service to the public for the greater good of society. Employee public service motivation (PSM) is what public sector academics such as Perry, Hondeghem, & Wise (2010) refer to as a deep sense of higher purpose within individuals to serve community. Comparative research studies on extrinsic reward motivators undertaken by Lyons, Duxbury, & Higgins (2006) and Crewson (1997) confirmed that private sector employees were found to always rate high pay as most important incentive whilst public sector employees rated service to society and interesting work as the highest performance motivator. However, Fowler & Birdsall (2020) and Somoye & Eyupoglu (2020) counter argue that possibly employees adjust their preference in relation to what is available and stay realistic within their work environments therefore findings from public sector employees confirm less significant interest in extrinsic rewards. Extenuation of performance barriers could lead to increase in service motivation for public employees, this corresponds with Guo, et al., (2021) assertion that high service motivation can lead to higher organisational performance. A motivated workforce takes pride in their duties and is more willing to disregard self-interest for the betterment of institute, this equates to effective performance.

Three attitudinal penchants identified by Perry, Hondeghem, & Wise (2010), frames public service motivation, the more driven an individual is towards serving the public, the greater the chances of them joining public institutions, PSM is positively correlated to high individual performance and patriotism, civil servants with high levels of PSM are less reliant on utilitarian reassurances from public agencies for performance excellence. Ljungholm (2014) agrees and further expands, risk averse job seekers that are selfless and pro-socially motivated towards responding to communal interests, are more likely to surmount motivation challenges and remain less agitated by barriers to high performance.

Perry, Hondeghem, & Wise (2010) also noted six-character traits of initiative-taking public employees, willingness to make self-sacrifices, believes in fair treatment for everyone, takes interest in community events, has genuine concern

for others, dedicated to increasing public value, and has a desire to influence policy.

Iqbal, Anwar, & Haider (2015) states that when an employee perceives their supervisor genuinely cares about their welfare, they are more likely to be motivated and engaged in the workplace, he further explains that employee motivation is closely related to leadership approach and is a leading contributor to performance outcomes. Miao, Eva, Newman & Schwarz (2019) postulated that civil servants are authentically motivated to give their best when they notice that the organization treats them fairly producing enhanced job satisfaction and performance. Factors such as office politics, concealment of job information and unfair treatment can lower morale, and negatively impacting performance.

Leaders need to be cognisant of the equity theory and its implications regarding respect for employee's experience and knowledge, career progression, degree of self-autonomy over own work and time management latitude as a means of maintaining highly motivated employees, in terms of the social exchange theory (SET) Jeonget and Oh (2017) indicate that employees are predisposed to quantify self-worth by comparing own effort and reciprocated company benefits in comparison to what was distributed to fellow co-workers. Irefin, & Mechanic (2014) explains that when SET is reasonably applied, employees take deliberate actions for the success of the public institution and any risk to the end results or fate of the brand image are perceived as threat to own core values, philosophy, and principles. On the contrary, employees who are disenchanted, demoralised, ignored and have their meaningful contributions disregarded despite dedication to serving society, Somoye & Eyupoglu (2020) explained weakens public service motivation, whilst Park, Choi & Kang (2020) says this will obliterate any emotional connection to the collective purpose of the team, trust and solicited participation stimulating PSM.

When management is dismissive of staff that is impelled by intrinsic motives then perceptions of barriers to performance get intensified, creating negative consequences for employee PSM. Findings from both Olatunji & Adeboye (2016)

study in Nigeria, and research by Miao et al., (2019) in China, offers empirically supported evidence for a positive correlation between job performance improvement and a public service motivated workforce.

## 2.6 BEPM and Public Administration Transformational Leadership

Leaders are activists for establishing and sustaining performance excellence within businesses therefore excluding their role for moderating the impact of barriers against performance management would be detrimental to this study. The relentless nature of evolving job descriptions has caused public sector leaders to become more deliberate in applying methods that maintain employee motivation for performance excellence.

Whilst numerous public sector institutions with reduced performance have decided to alter their public management styles (Kotkova Striteska & Sein, 2021), in the interest of modernising services and transparent performance audits (Hassan & Hatmaker, 2015). Khuntia & Suar (2004) identified three concepts that are either autonomous or co-dependent in outlining leadership theories viz leader member exchange theory, the leader's character, conduct, and influence, the follower's character, conduct, and commitment, and the operational context such as task, office culture, and workplace climate.

Paarlberg & Lavigna, (2010) proposes organisational performance and employee proactively solving problems as being influenced by leadership attitudes, behaviours, practices, and actions. Researchers of transformational leadership style, Hassan & Hatmaker (2015) agree that leaders who create social equity, psychological safety, and trust for employees, enable employee feelings of safety and free expression, better engagement with their work and willingness to contribute more than what is stipulated in their service contracts. Khuntia and Suar (2004), ascribe a philosophy of fairness, humility, altruism, integrity, equality, and social justice with commitment for stimulating motivation and professionalism

amongst their followers, in pursuit of promoting best productivity practices of public administration being continually pushed forward as a transformational style of leadership.

A transformational leader reconstitutes his followers' beliefs and conduct for mutual attainment of workgroup goals by focusing on the collective purpose as larger than individual interests, they motivate through sincere concern for employee welfare, career progression, and empowerment (Asencio 2016), and they are ethical and exemplary role models whose actions are worthy of emulation, (Paarlberg & Lavigna, 2010). Whilst transformational leadership style was concluded by Feng, Acord, Zeng, et al., (2011) as a cause for improved employee work motivation and engagement, it was disqualified as a prognosticator for improved work performance, however research supported by Li, Xue & Liu, (2021) indicated a positive correlation between transformational leadership and improved employee performance which is forerunner to high-performance organisation, Ndevu & Muller (2018), agree and assert that transformational leaders oversee outcomes not just outputs.

Performance pressures to increase production volume and rapidly close service tickets sometimes differs with employee ethical standards of providing high-quality and time-consuming service, transformational leaders encourage discourse, problem reframing and equilibrium between professional standards and personal values in pursuit of organisational objectives. Sincere, approachable, and sociable leadership interactions have been credited by Yin, Ma, Yu, et al., (2020) as beneficial to a positive correlation of follower psychological well-being, whilst Wang, Chen, Yang, & Juan (2021) and Yang, Seong & Hong (2020) determined that transformational leadership significantly improved job performance particularly when psychological safety and creativity were meditating factors. Paarlberg & Lavigna, (2010) postulate that if transformational leaders can bridge the gap between the social significance of public administration work performed and the meaningfulness of the work to the service recipients then civil servant empathy for service recipients and their enthusiasm for high performance culture

would surge. A transformational leadership style fosters a work culture devoid of favouritism and produces a workplace environment that encourages voluntary learning, development, and training.

Bedi, Alpaslan & Green (2016) and Hassan & Hatmaker (2015) recognized transformational leadership style having a more prominent influence on employee behaviour in public sector than any other sector, largely due to its close facilitation of public service motivation.

## 2.7 Chapter Summary

The literature review was commenced to acquire a deeper understanding of how barriers reduce performance management effectiveness in South African public organisations. BEPMs were studied in relation to performance management and revealed an intertwined and not as unitary as one would anticipate, considering barrier are related and have a proclivity to provide impetus for more intricate complications that are liable for forestalling usual performance progress.

This study endeavours to explore links and mixtures between BEPM, public service motivation, and determinates to attract potential employees and keep them interested in serving the public interests. Performance appraisals reassure management and of employee accountability for the public citizens money sacrificed for quest of public quality service delivery objectives. The noteworthy role that leadership styles contributes towards stimulating, enabling, and directing employees to reach full potential cannot be discounted.

# Chapter 3: Research Methodology

## 3.1 Introduction

Through data collection, data analysis and interpretation, a systematic process of scientific inquiry and induction is established to advance the understanding of barriers to effective performance in public administration and unearth its effect on employee public service motivation, how BEPM in public administration influences employee's perceptions towards performance appraisals as a definitive measurement tool for performance, BEPM and their influence on employee's perception of public service motivation, determine if transformational leadership style can act as a mediator between BEPM and Public service motivation in South African public administration.

Research methodology is not merely restricted to narration of sequence of steps and research procedures supported by the researcher, Lemao (2016) explains that research problem also involves explaining the rational of choosing a specific method or design over another one.

## 3.2 Research Strategy and Design

This study adopted a quantitative research method. A quantitative research approach supported by an online survey was selected to confirm influence and association between the dependent and independent research variables. Quantitative research method makes the interpretation of the data collected easier to understand through descriptive analysis and analysis of variances, is impartial by its character and design. The correlation between the independent variable "barriers to performance management" and the dependent variable "performance appraisals," "transformational leadership", and "public service motivation" to be determined using a quantitative statistical study.

In keeping with quantitative method's ability to identify patterns among different behaviours and attitudes that can be quantified, and a generalised predictive outcome was assumed from a data sample of 205 participants.

The time dimension of this research was cross sectional observational design, the data was gathered at a single point in time, with the advantage that it was fast, cost effective, and the data for multiple variables can be gathered instantaneously from various participants.

This study's research design is exploratory research with inductive reasoning on the impact employee's perception of BEPM have on public service motivation, transformational leadership, and performance appraisals.

Detailed observations are mentioned at the beginning of inductive approach and theories supported by patterns from data analysis are advanced towards the end of the research.

| | Qualitative | Quantitative |
|---|---|---|
| **Inductive** | Grounded Theory | Exploratory Data Analysis |
| **Deductive** | Qualitative Comparative Analysis | Structural Equation Modeling |

**Source:** (Dudovskiy, 2017)

Dudovski (2017), explains inductive research approach as a method devoid of theories at the commencement of the study thus permitting the researcher to explore and modify his direction of the research as he proceeds with new observations regarding his research subject. Inductive endeavours to derive connection and significance from the relationships and patterns in the data collected to propose theories out of the data sets, inductive is also referred to as a bottom-up approach. When dealing with individual's perceptions, Babones (2015) argues that interpretive quantitative research offers richer and better results, which is much more comprehensible and more relevant than those attained by traditional positivist approaches.

Traditional polarisation that inductive reasoning belongs solely to the realm of qualitative research was contested by Poggenpoel, Myburgh & Linde (2001), argued that whilst quantitative is viewed as purely scientific, new principles and philosophy development are considered disciplines of science and therefore methodology divergence should not start with reasoning strategies but rather the problem statement investigated.

The questionnaire was constructed with the independent variable and three dependent variables in mind along with questions regarding their subcategories. **Appendix A** was the front page explaining the intention and purpose of the research along with confirmation of participant consent prior to any data being collected. Only those participants who grant consent were permitted to access the survey questions. **Appendix B** was uploaded as the actual questionnaire. Participants were requested via email, social media groups, and a weblink to the Qualitrics online survey was attached to digital messages. Weblink to survey was also posted on two major South African organised labour social media groups, each labour union group had over ten thousand online members.

The survey responses were gathered and stored on Qualitrics database, for the data collection a minimum of 150 public servant responses would have sufficed, previous studies into public administration had fewer responses.

## 3.3 Target Population and Sample Size

The target population were all public sector employees throughout South Africa, irrespective of their job classifications. South Africa public sector employees comprised of embassies, national, regional, and local government legislative authorities, state owned institutions across numerous industries and parastatals. The sample size was not inhibited by respondent demographics such as race, gender, home geographic area, or religion. Only South Africans employed in South African public administration and of employable age were evaluated for their perceptions regarding the research variables. Survey participates that were foreign nationals working within the South African public sector were disqualified

from the research data. Demographic data ‘years of service’, ‘age’ and ‘education level’ were requested from participants to provide insights and discovery of which demographics has the highest public service morale in relation to their experience with BEPM in South African public administration employment and encourage future researchers to expand on these insights. Whilst most contemporary academics still adhere to Comrey & Lee’s, (2013) advice that a sample ranging between 100 to 200 is suitable. The researcher determined that a sample size of 150 fully completed online forms by South African public administration employees would be adequate for this study’s hypotheses testing.

## 3.4 Measuring Instrument

As mentioned in previous section, the researcher adopted a quantitative research methodology. An online survey method was chosen as the best approach to gather data relatively quick at low cost and access a large population size in a short amount of time as recommended by Nayak & Narayan, (2019)**.** The data uniqueness and ability for standardisation of data collected from all participants, allowed for the survey approach to be most favourable to this research. The data gathered through the online survey approach will also be used for inferential and descriptive statistics without any researcher bias. Data collection occurred whilst the coronavirus pandemic and its associated regulatory lockdowns were enforced, therefore an online questionnaire was most fitting. Online surveys have the advantage of allowing participants to complete the survey at their ease and pace. The language grammar and question construction used in surveys is similar for all research participants. Andrade (2020) advises that one of the disadvantages of online surveys is its ability to ensure anonymity, anyone who is partial towards a predetermined outcome could continuously volunteer into the sample size and skew the data results.

The instrument employed for this research was an online survey with 34 multiple choice questions, the first 5 questions are respondent demographic questions, and the remaining twenty-nine questions were 5-point Likert scale with 1 =

‘Strongly Disagree’, 3 = Neutral and 5 = ‘Strongly Agree’. The instrument took an average of 12 minutes to be completed by four independent test volunteers, and its simplicity made it effortless for respondents to grasp the meaning of the questions. The questions were examined for subject relevance and language clarity, slight modifications were accepted.

The instrument’s questions were based on the research context and related to public administration employee perception of BEPM, performance appraisals, public service motivation and transformational leadership. Considering that a survey questionnaire was elected as the preferred instrument of this research, attention was given to the planning, layout, order, category, design, and content of the questions. Only online surveys that were completed to minimum Question 26 were accepted into the research data sample.

The responses were exported into an excel format for analysis on IBM Statistical Package for the Social Sciences (SPSS) software. The raw excel data was password protected and stored onto a password protected external hard drive, it was then physically locked in a home fireproof vault. After three years the excel data file will be erased from the external hard drive. At the conclusion of SPSS analysis, the researcher’s online Qualitrics account was removed, and all information associated to this research erased from Qualitrics account.

## 3.5 Reliability Testing

To achieve the aim of this research, the Cronbach alpha coefficient reliability was used to test reliability. Martin (2005) confirms that reliability testing is an essential requirement to know if the results produced by the test instrument remain consistent and trustworthy even when conducted at another point in time. Originating from multiple ways of dividing the scale items, the Cronbach alpha is the mean value of all conceivable variations of coefficients. A trial study was tested with a small group to determine reliability and consistency prior to the final study. Kimberlin & Winterstein, (2008) further explains how Cronbach alpha could be deployed to test reliability “Cronbach’s alpha is a function of the average inter-

correlations of items and the number of items in the scale" The questionnaire's internal consistency would be evaluated to see how closely the measured items within the same underlying variable (BEPM) are connected. Each of the subscales would have Cronbach's alpha coefficients calculated for them. The subscales in the survey questionnaire would be tested in this exercise to determine if they are reliable.

## 3.6 Validity Testing

Heale and Twycross (2015) explain validity as the degree to which a concept is correctly assessed by a test instrument. Moletsane (2012) elaborates on validity testing as ensuring that bias is removed from the method the present study is conducted, or the phrasing of questions are not directed towards a predetermined conclusion. All the questions in the survey were randomly numbered and phrased in the positive context, despite the research dealing with negative influences of BEPM and only influences it has on the dependent variables, this was done to ensure that only respondents experiencing barriers to performance will make conscious effort to respond with "disagree" or "strongly disagree". Whilst academics of validity in research, advocate for multiple approaches to testing instrument validity. Content validity, face validity and construct validity were applied to the data collection instrument in this research.

As a means of ensuring content validity, the questionnaire was distributed to three subject matter experts for confirmation that the questionnaire meets the criteria of content validity. Face validity was confirmed by requesting two experienced researchers to inspect the actual instrument for its ability to answer the research questions. Satisfied that the instrument meets the merits of construct validity through convergent and determinants of the research variables transformational leadership, BEPM, performance appraisals and public service motivation.

## 3.7 Data Analysis

The research depends entirely on primary data as its source of quantitative statistical interpretation. After completed surveys are received, the categorical data such as age group, education level and years of service was analysed. This assisted in framing participant categorical data for graph representations and cross tabular analysis of employee perceptions. The responses were coded in excel for ease of reference and grouped into their respective research variables.

Choice of software for the data analysis was IBM's SPSS, the survey respondent data was examined for univariate patterns of respondent feedback for each of the variables. Univariate analyses such as standard deviation, mean, mode, median, range and variance were conducted, and information presented in frequency distribution tables.

Descriptive analysis was done to describe the population using its percentage spread for each category within the acceptable sample size. Inferential analysis was performed on the four variables against participant demographic data to uncover any imperceptible respondent behavioural trends unique to demographic data. To analyse the influence and connection between the independent variable and other variables, regression modelling and correlated coefficient analysis was also performed on the dependent and independent variables. For ease of reference and understanding all information was graphically represented in tables and figures. To assess "transformational leadership" ability as a meditator to moderate between the predictor variable "BEPM" and the outcome variable "public service motivation", mediation analysis was accomplished via SPSS.

## 3.8 Ethical Considerations

This research pertains to South African public sector; therefore, all information gathered will remain anonymous and confidential. No respondent identifying information was collected. None of the respondent answers can be traced back to an individual. Participant anonymity and confidentiality was respected and

safeguarded to ensure that no harm or intimidation was experienced by respondents for participating in this research. Respondent data was backed up and archived for a maximum of 3 years on a password protected external hard drive, thereafter it would be permanently erased. There was no obligation on respondents to participate in the research as expressed by **Appendix A**, all participation was voluntary, and information was only collected after informed consent was granted.

The researcher is aware of the South African POPI act with regards to consent, collection, custody, and processing of respondent's data. The research was undertaken in pursuit of completion of a master's degree in business administration and the researcher was self-funded, therefore there is no obligation to hand over any data subject information to any research sponsors.

All the data gathered will be used for the purpose of this research, no data will be shared or used for any other purpose besides completion of this research project. The representation of findings has been done in the form of statistical aggregate analysis and grouped data.

## 3.9 Chapter Summary

The researcher explained the study's approach to gather participant's information and the design strategy the research followed. This was a South African public administration quantitative inductive reasoning, cross sectional study with primary data collected, of employee perceptions regarding barriers to effective performance management.

Data was collected through Qualitrics online questionnaires with a 5-point Likert scale and data analysis was performed through use of SPSS tool to derive the construct correlation, descriptive and inferential statistics, Kolmogorov-Smirnov and Shapiro-Wilk tests, one-way ANOVA test, Kruskal-Wallis test, linear regression and mediation modelling, Cronbach co-efficient alpha was also determined with the aid of SPSS computations.

# Chapter 4: Analysis and Discussion

## 4.1 Introduction

From the research questionnaire a response rate of 327 respondents attempted the questionnaire, ninety-five (95) were incomplete. From the incomplete, thirteen (13) completed up to question twenty-six (26) and are acceptable to further this study. Out of total population of 245 respondents, thirty-nine (39) worked in private sector and one (1) public sector employee was a foreign national, resulting in forty (40) more forms being eliminated. The sample population of 205 (84%) is acceptable, usable, and large enough to continue with the study.

This section will outline how the sample population of 205 responded to the questions in the questionnaire.

The chapter consists of the following sections:

- Demographics of Sample
- Descriptive Statistics
- Correlation of Constructs
- Inferential Statistics
- Hypotheses Testing
- Summary

## 4.2 Demographics of Sample

This section describes the demographic data of the sample population.

*2) What age group do you belong to?*

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|
| 18 to 25 years | 6 | 2.9 | 2.9 | 2.9 |
| 26 to 35 years | 50 | 24.4 | 24.4 | 27.3 |
| 36 to 45 years | 68 | 33.2 | 33.2 | 60.5 |
| 46 to 55 years | 64 | 31.2 | 31.2 | 91.7 |
| 56 to 65 years | 17 | 8.3 | 8.3 | 100 |
| Total | 205 | 100 | 100 | |

**Table 1: Age Group of sample data**

Table 1 depicts sample population data for age group “18 to 25 years” having only six (6) respondents, this data segment is too small to deduce valuable inferential statics when correlated to the research constructs. To solve this dilemma, researcher created another group called “35 years and younger” and recoded the frequency from group “18 to 25 years” and group “26 to 35 years” to fall into this newly created category.

*2) What age group do you belong to?*

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|
| 35 years and younger | 56 | 27.3 | 27.3 | 27.3 |
| 36 to 45 years | 68 | 33.2 | 33.2 | 60.5 |
| 46 to 55 years | 64 | 31.2 | 31.2 | 91.7 |
| 56 to 65 years | 17 | 8.3 | 8.3 | 100 |
| Total | 205 | 100 | 100 | |

**Table 2: Age group recoded category with “35 years and younger**

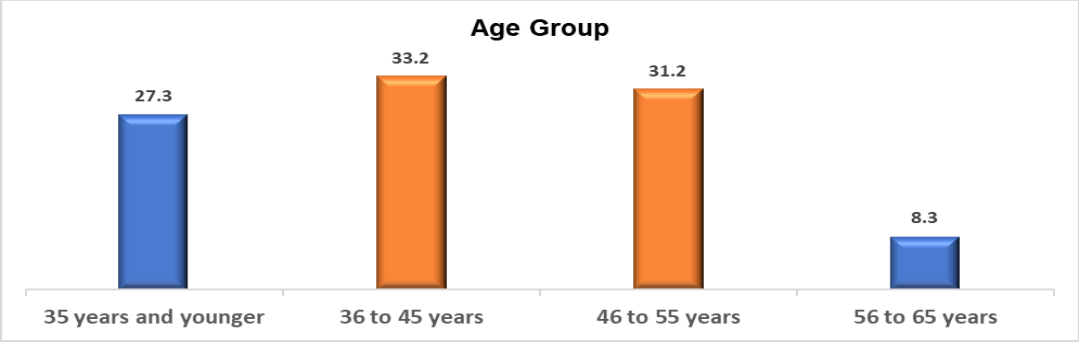



**Figure 4: Age group of the respondents**

Figure 4 shows that majority of the respondents (64.4%) were between the age “36 and 55 years”. A proportion of 27.3% of the respondents were younger than “36 years of age”. The largest respondent category (33.2) was Millennials followed by GenX (31.2%).

*3) What is your highest level of education?*

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|
| Did not graduate from High School | 4 | 2 | 2 | 2 |
| Graduated from High School | 34 | 16.6 | 16.6 | 18.5 |
| Graduated from Training College or Technikon | 38 | 18.5 | 18.5 | 37.1 |
| Graduated with University Degree or Honors | 99 | 48.3 | 48.3 | 85.4 |
| Graduated with University Masters or Doctorate | 30 | 14.6 | 14.6 | 100 |
| Total | 205 | 100 | 100 | |

**Table 3: Education level of sample data**

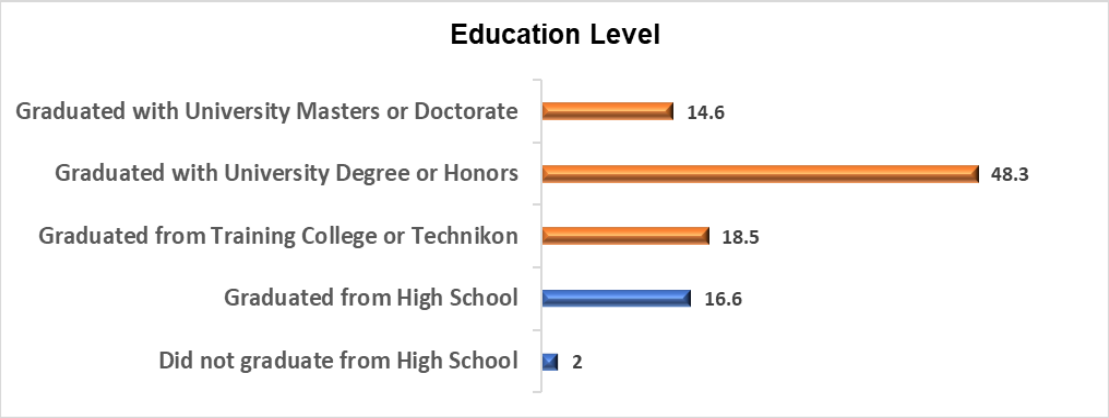



**Figure 5: Respondent's education level**

Figure 5 shows that the majority (62.9%) of the respondents graduated from university with either an Undergrad Degree, Honours or master's qualification and were therefore academically inclined and keen on career growth and self-development.

*5) How many years of service do you have at your current organization?*

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|
| 1 to 10 years | 101 | 49.3 | 49.3 | 49.3 |
| 11 to 20 years | 76 | 37.1 | 37.1 | 86.3 |
| 21 to 30 years | 23 | 11.2 | 11.2 | 97.6 |
| 31 to 40 years | 3 | 1.5 | 1.5 | 99 |
| 41 to 50 years | 2 | 1 | 1 | 100 |
| Total | 205 | 100 | 100 | |

**Table 4: Current service years of sample data**

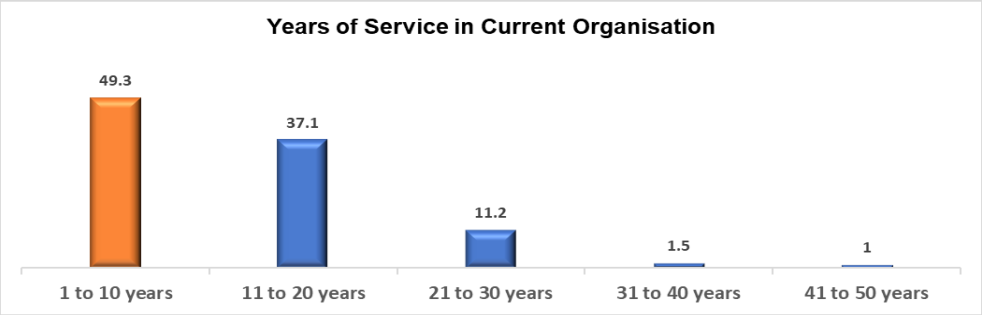



**Figure 6: Respondents' years of service in current organisation**

Figure 6 shows that 49.3% of the respondents have been with the public sector for less than 11 years, based on literature this confirms that almost half of the respondents joined the public institution after resource stewardship was stretched beyond client coverage and barriers intensified.

## 4.3 Descriptive Statistics

From computation of the mean value of the items comprising the scale, the following four latent constructs were generated. All four constructs have mean scale scores that are between 3 and 4, Public service motivation's mean score of 3.65 was the highest whilst performance appraisal had the lowest mean of 3.29.

| | N | Minimum | Maximum | Mean | Std. Deviation |
|---|---|---|---|---|---|
| BEPM | 202 | 1 | 5 | 3.43 | 0.6804 |
| Public Service Motivation | 198 | 1 | 5 | 3.65 | 0.7298 |
| Performance Appraisals | 205 | 1 | 5 | 3.29 | 0.9211 |
| Transformational Leadership | 198 | 1 | 5 | 3.46 | 0.9037 |
| Valid N (listwise) | 198 | | | | |

**Table 5: Constructs and their mean values**

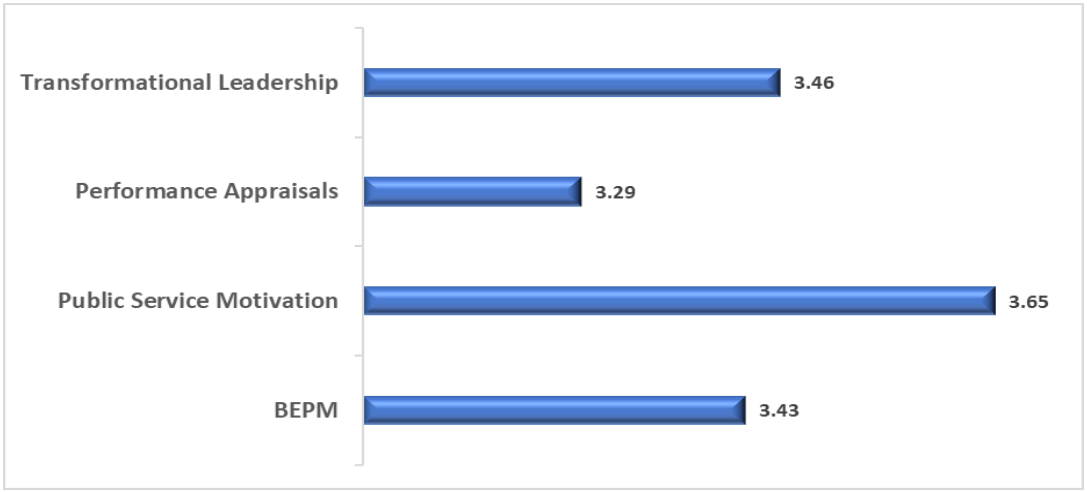



**Figure 7: Constructs and their mean values**

## 4.4 Normality Tests

| | | | BEPM | Public Service Motivation | Performance Appraisals | Transformational Leadership |
|---|---|---|---|---|---|---|
| Mean | | Statistic | 3.4343 | 3.6465 | 3.2955 | 3.4606 |
| | | Std. Error | 0.04834 | 0.05187 | 0.06593 | 0.06422 |
| 95% Confidence Interval for Mean | Lower Bound | Statistic | 3.339 | 3.5442 | 3.1654 | 3.334 |
| | Upper Bound | Statistic | 3.5297 | 3.7488 | 3.4255 | 3.5873 |
| 5% Trimmed Mean | | Statistic | 3.4512 | 3.6673 | 3.3129 | 3.4887 |
| Median | | Statistic | 3.5556 | 3.8 | 3.4 | 3.6 |
| Variance | | Statistic | 0.463 | 0.533 | 0.861 | 0.817 |
| Std. Deviation | | Statistic | 0.68018 | 0.72983 | 0.92771 | 0.90367 |
| Minimum | | Statistic | 1 | 1 | 1 | 1 |
| Maximum | | Statistic | 5 | 5 | 5 | 5 |
| Range | | Statistic | 4 | 4 | 4 | 4 |
| Interquartile Range | | Statistic | 0.89 | 1 | 1.3 | 1.2 |
| Skewness | | Statistic | -0.497 | -0.568 | -0.333 | -0.509 |
| | | Std. Error | 0.173 | 0.173 | 0.173 | 0.173 |
| Kurtosis | | Statistic | 0.463 | 0.673 | -0.514 | -0.158 |
| | | Std. Error | 0.344 | 0.344 | 0.344 | 0.344 |

**Table 6: Normality Testing for Skewness and Kurtosis**

| | Kolmogorov-Smirnov[a] | | | Shapiro-Wilk | | |
|---|---|---|---|---|---|---|
| | Statistic | df | Sig. | Statistic | df | Sig. |
| BEPM | 0.112 | 198 | <.001 | 0.98 | 198 | 0.006 |
| Public Service Motivation | 0.11 | 198 | <.001 | 0.969 | 198 | <.001 |
| Performance Appraisals | 0.086 | 198 | 0.001 | 0.978 | 198 | 0.003 |
| Transformational Leadership | 0.131 | 198 | <.001 | 0.962 | 198 | <.001 |

**Table 7: Lilliefors Test for Normality & Exponential Distributions**

The Kolmogorov-Smirnov and Shapiro-Wilk tests of normality suggest that significant deviation from normal survey item distribution does exist within the latent constructs. Although uneven distribution of items is observable when compared to the normality curve, Figure 8 depicts the deviation as not being too extreme.




**Figure 8: Histogram for latent construct item distribution**

## 4.5 Correlation of Constructs

Due to the survey questions being worded positively for elicitation of inadvertently perceived BEPMs within the South African public sector, the high-ranking values for BEPM produced small correlation effects on the remaining constructs. BEPM was reorganised for ease of interpretation, all items corresponding to the BEPM construct were reverse coded for higher values associated with positive perceptions exhibiting lesser effect and smaller values corresponding to “Strongly Disagree = 1” or “Disagree = 2” to positive context of the BEPM statements to now convey a valid performance barrier effect.

| | BEPM | Public Service Motivation | Performance Appraisals | Transformational Leadership |
|---|---|---|---|---|
| BEPM | 1 | -.605** | -.855** | -.832** |
| Public Service Motivation | -.623** | 1 | .669** | .673** |
| Performance Appraisals | -.871** | .695** | 1 | .878** |
| Transformational Leadership | -.828** | .732** | .884** | 1 |

**Table 8: Correlations between constructs**

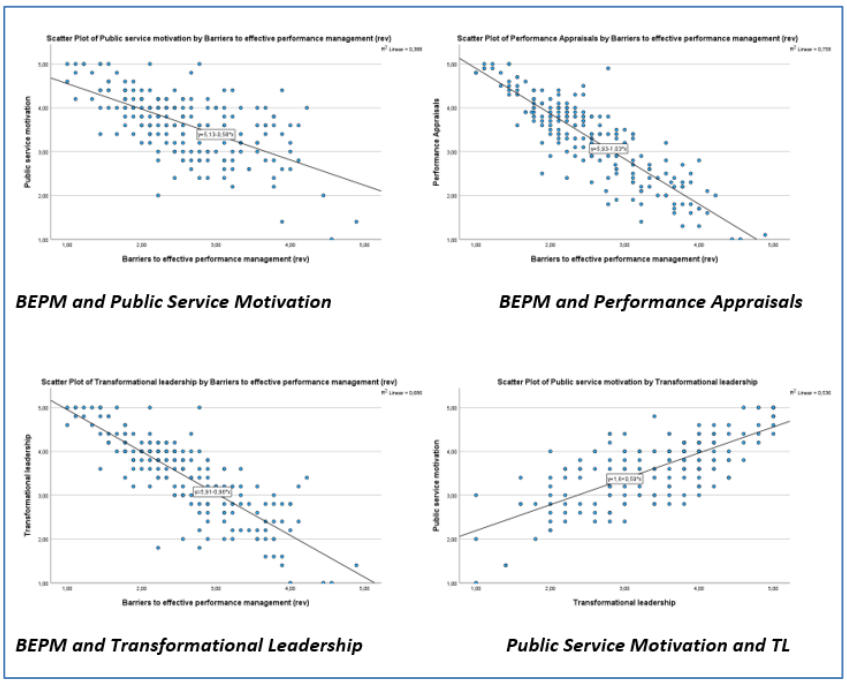



**Figure 9: Scatter Plot Diagram**

The independent variable BEPM correlates strongly and negatively with the other three constructs. These correlations are confirmation that relationships do exist between BEPM and the three dependent variables, and that regression modelling is viable and achievable.

The negative correlations are indications that the lower the score is for public service motivation, performance appraisal and transformational leadership, the stronger the impact of BEPM would be on these constructs. The higher the value is for public service motivation, performance appraisal and transformational leadership, the weaker the impact BEPM would be on these constructs.

### Survey Item Distribution

| | Statements | Mean | Mode | Standard Deviation |
|---|---|---|---|---|
| BEPM | 6) At my organization, work related information is often shared between colleagues and work is never performed in silos. | 2.54 | 2.00 | 1.11 |
| | 7) At my organization, the technology, and systems available enables me to perform at my best. | 2.28 | 2.00 | 1.12 |
| | 8) The strategic business objectives and goals of my organization have been clearly communicated to me. | 2.18 | 2.00 | 1.03 |
| | 9) I understand how my work supports the organization's future growth plans. | 3.62 | 3.00 | 1.26 |
| | 14) At my organization, underperforming employees are granted opportunities to attend work training courses. | 2.70 | 2.00 | 1.20 |
| | 24) Management always encourages me to self-improve and enrol for work-related training courses. | 2.72 | 2.00 | 1.24 |
| | 25) Management always ensures budget is available to further my work-related studies. | 1.88 | 2.00 | 1.12 |
| | 26) Management always encourages me to be creative and innovative in my daily work processes. | 2.64 | 2.00 | 1.14 |
| | 27) The challenges I experience at my organization, prevents me from producing high quality deliverables. | 2.28 | 2.00 | 1.10 |

**Figure 10: BEPM Statements**

| | Statements | Mean | Mode | Standard Deviation |
|---|---|---|---|---|
| Performance Appraisals | 10) Outside of the performance appraisal process, I often receive performance feedback from my manager. | 3.35 | 4.00 | 1.23 |
| | 12) At my organization, the performance rewards are sufficient to motivate me into becoming a high performer. | 2.95 | 4.00 | 1.30 |
| | 13) My performance scorecard is easy to understand with regards to the expected targets and results I need to attain. | 3.55 | 4.00 | 1.09 |
| | 15) At my organization, performance appraisals are conducted with integrity in a honest and fair manner. | 3.30 | 4.00 | 1.24 |
| | 16) My manager is competent to conduct performance appraisal sessions and measure team performance. | 3.48 | 4.00 | 1.27 |
| | 17) When setting my performance targets, my line manager is willing to listen to my suggestions. | 3.50 | 4.00 | 1.19 |
| | 18) At my organization, everyone is aware that management will not accept substandard work. | 3.65 | 4.00 | 1.14 |
| | 19) At my organization, my performance is assessed against objectives that are measurable and related to my job description. | 3.63 | 4.00 | 1.08 |
| | 22) Management always expresses gratitude for the work I perform, by rewarding me with tangible or intangible benefits. | 2.99 | 2.00 | 1.23 |
| | 23) Management has no favorite employees. | 2.59 | 2.00 | 1.26 |

**Figure 11: Performance Appraisal Statements**

| | Statements | Mean | Mode | Standard Deviation |
|---|---|---|---|---|
| Public Service Motivation | 11) I would recommend my organization to my family and friends as a great place to work. | 3.51 | 4.00 | 1.15 |
| | 28) I regard the work I perform to be important and meaningful to society. | 4.30 | 4.00 | 0.71 |
| | 31) When required, I am willing to perform 5 hours overtime per week without any financial compensation. | 3.61 | 4.00 | 1.24 |
| | 30) I am remunerated at a fair market related salary in relation to my work contribution. | 3.14 | 4.00 | 1.21 |
| | 34) My work is fun, exciting and enjoyable. | 3.67 | 4.00 | 1.03 |

**Figure 12: Public Service Motivation Statements**

| | Statements | Mean | Mode | Standard Deviation |
|---|---|---|---|---|
| Transformational Leadership | 20) My manager is always available to provide clarity with difficult to understand work related matters. | 3.52 | 4.00 | 1.19 |
| | 21) At my organization, employee suggestions to improve process efficiency is welcomed and respected by management. | 3.44 | 4.00 | 1.20 |
| | 29) At my organization, I am respected and given a high degree of autonomy over the work I perform. | 3.70 | 4.00 | 1.05 |
| | 33) The prospect of being promoted to next level of employment keeps me motivated to always perform at my best. | 3.25 | 4.00 | 1.27 |
| | 32) At my organization, I am given ample opportunities to apply my training, work talent and capability. | 3.41 | 4.00 | 1.12 |

**Figure 13: Transformational Leadership Style Statements**

## 4.4 Reliability Testing

| *Construct* | *# items* | *Cronbach's alpha* | *Rated* |
|---|---|---|---|
| Barriers to performance management (BEPM) | 9 | 0.775 | Relatively High |
| Public service motivation | 5 | 0.697 | Acceptable |
| Performance appraisals | 10 | 0.922 | Strong |
| Transformational leadership | 5 | 0.83 | Reliable |

**Table 9: Cronbach Alpha Ratings**

Cronbach alpha confirms a relatively high to acceptable estimated internal consistency and general reliability of closeness between grouped items within the research questionnaire.

## 4.6 Inferential Statistics

To determine if participant's age has any significant impact on respondent's perception of BEPM, Public Service Motivation, Transformational Leadership or Performance Appraisals a parametric one-way ANOVA test was performed and thereafter to validate the parametric results Kruskal-Wallis test was performed.

*ANOVA*

| | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| BEPM | Between Groups | 0.994 | 3 | 0.331 | 0.712 | 0.546 |
| | Within Groups | 92.061 | 198 | 0.465 | | |
| | Total | 93.055 | 201 | | | |
| Public Service Motivation | Between Groups | 8.45 | 3 | 2.817 | 5.663 | <.001 |
| | Within Groups | 96.483 | 194 | 0.497 | | |
| | Total | 104.933 | 197 | | | |
| Performance Appraisals | Between Groups | 2.071 | 3 | 0.69 | 0.812 | 0.489 |
| | Within Groups | 171.021 | 201 | 0.851 | | |
| | Total | 173.093 | 204 | | | |
| Transformational Leadership | Between Groups | 3.102 | 3 | 1.034 | 1.271 | 0.285 |
| | Within Groups | 157.771 | 194 | 0.813 | | |
| | Total | 160.873 | 197 | | | |

**Table 10: ANOVA for Age Group**

Table 10 confirms that respondent age had a significant effect on the construct "public service motivation" ($F(3)=5.663$, $p<.001$). The Bonferroni multiple comparisons in Table 11, found that the "35 years and younger" group differs significantly from both the "36 to 45 years" and "46 to 55 years" groups.

*Multiple Comparisons*
Bonferroni

| Dependent Variable | (I) 2) What age group do you belong to? | (J) 2) What age group do you belong to? | Mean Difference (I-J) | Std. Error | Sig. | 95% Confidence Interval | |
|---|---|---|---|---|---|---|---|
| | | | | | | Lower Bound | Upper Bound |
| Public Service Motivation | 35 years and younger | 36 years to 45 years | -.40882* | 0.13063 | 0.012 | -0.757 | -0.0606 |
| | | 46 years to 55 years | -.49753* | 0.13332 | 0.001 | -0.8529 | -0.1422 |
| | | 56 years to 65 years | -0.10588 | 0.1975 | 1 | -0.6323 | 0.4206 |
| | 36 years to 45 years | 35 years and younger | .40882* | 0.13063 | 0.012 | 0.0606 | 0.757 |
| | | 46 years to 55 years | -0.08871 | 0.12384 | 1 | -0.4188 | 0.2414 |
| | | 56 years to 65 years | 0.30294 | 0.19123 | 0.689 | -0.2068 | 0.8127 |
| | 46 years to 55 years | 35 years and younger | .49753* | 0.13332 | 0.001 | 0.1422 | 0.8529 |
| | | 36 years to 45 years | 0.08871 | 0.12384 | 1 | -0.2414 | 0.4188 |
| | | 56 years to 65 years | 0.39165 | 0.19307 | 0.263 | -0.123 | 0.9063 |
| | 56 years to 65 years | 35 years and younger | 0.10588 | 0.1975 | 1 | -0.4206 | 0.6323 |
| | | 36 years to 45 years | -0.30294 | 0.19123 | 0.689 | -0.8127 | 0.2068 |
| | | 46 years to 55 years | -0.39165 | 0.19307 | 0.263 | -0.9063 | 0.123 |

*. The mean difference is significant at the 0.05 level.

**Table 11: Bonferroni multiplier comparisons**

*Descriptives*

| | | N | Mean | Std. Deviation | Std. Error | 95% Confidence Interval for Mean | | Minimum | Maximum |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | | Lower Bound | Upper Bound | | |
| Public Service Motivation | 35 years and younger | 51 | 3.34 | 0.76 | 0.11 | 3.13 | 3.56 | 1 | 5 |
| | 36 years to 45 years | 68 | 3.75 | 0.70 | 0.08 | 3.58 | 3.92 | 2 | 5 |
| | 46 years to 55 years | 62 | 3.84 | 0.66 | 0.08 | 3.67 | 4.01 | 1.4 | 5 |
| | 56 years to 65 years | 17 | 3.45 | 0.69 | 0.17 | 3.09 | 3.80 | 2.2 | 4.4 |
| | Total | 198 | 3.65 | 0.73 | 0.05 | 3.54 | 3.75 | 1 | 5 |

**Table 12: Public Service Motivation Age Groups**

In Table 12, Specifically, the "35 years and younger" group (M=3.34, SD=.76) scored significantly lower than the "36 to 45 years" group (M=3.75, SD=.70) as well as the "46 to 55 years" group (M=3.84, SD=.66) and the "56 to 65 years" group (M=3.45, SD=.69). Statistics confirm that civil servants "35 years and younger" had the lowest levels of public service motivation than any other respondent age group.

*Test Statistics* [a,b]

| | BEPM | Public Service Motivation | Performance Appraisals | Transformational Leadership |
|---|---|---|---|---|
| Kruskal-Wallis H | 1,050 | 14,643 | 2,509 | 2,374 |
| df | 2 | 2 | 2 | 2 |
| Asymp. Sig. | ,592 | <.001 | ,285 | ,305 |

a. Kruskal Wallis Test
b. Grouping Variable: 2) What age group do you belong to?

**Table 13: Kruskal Wallis Test Compared to Age Group Variable**

The non-parametric Kruskal-Wallis test supported the results from the ANOVA test. There is significant difference between the various age groups regarding their public service motivation, (H(2)=14.643, p<.001) but not across any of the other constructs.

The one-way ANOVA and Kruskal-Wallis tests were also performed to determine inferential statistics for respondent "education levels", "years of service in current organisation" against all four constructs and found that the

homogeneity variance was only slightly divergent and should be ignored since no pair variance was identified by Bonferroni adjustments.

## 4.7 Hypotheses Testing

***Objective One*** *"To investigate any influence that BEPM in South African public administration has on employee public service motivation."*

There is a negative correlation between BEPM and public service motivation (r=-.623). The negative correlation indicates that the higher the score is for public service motivation, the lesser the effect of BEPM is on public service motivation. The lower the score is for public service motivation, then the impact of BEPM on public service motivation is greater.

*Model Summary*

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .623[a] | 0.388 | 0.385 | 0.57248 |

a. Predictors: (Constant), BEPM (rev)

*ANOVA*[a]

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 40.697 | 1 | 40.697 | 124.177 | <.001[b] |
| | Residual | 64.236 | 196 | 0.328 | | |
| | Total | 104.933 | 197 | | | |

a. Dependent Variable: Public Service Motivation

b. Predictors: (Constant), BEPM (rev)

*Coefficients*[a]

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 5,132 | ,139 | | 36,819 | <.001 |
| | BEPM (rev) | -,581 | ,052 | -,623 | -11,143 | <.001 |

a. Dependent Variable: Public Service Motivation

The regression model is significant (F(1)=124.177, p<.001) and the model explicates 38.8% of the variance. Barriers to effective performance in South African public administration has a significant effect within the model and will

decrease the value of South African civil servant public service motivation by .581 if its value increases by 1.

| | |
|---|---|
| **H1:** South African public administration employee's perception of BEPM has a significant and negative relationship with reported employee public service motivation. | **Accepted** |

**Discussion - H1**

The statistics confirm pressure exerted by BEPM on employee public service motivation would negatively influence and discourage public service motivation. Contemporary research on public service motivation is consistent that higher levels of public service motivation augment organisational performance through use of intrinsic rewards, Potipiroon & Ford (2017) agreed that job barriers promoting reduction of intrinsic benefits would discourage public service motivation levels and create a contrair effect for organisational performance. Mounting performance barriers that erode intrinsic benefits will subsequently distort public service motivation. Figure 12 revealed that whilst most majority respondents considered their work as important to society, some held the perception that they were not rewarded fairly. Workers pursuit of equality between themselves and those they perceive as doing the same work is supported by Adam's equity and justice theory. Since the theory of organisational citizenship behaviour is one of the predictors for public service motivation (Kumari, Abbas, Hwang, & Cioca, 2022), this corollary produces low levels of organisational citizenship and commitment when perceptive barriers are left unchecked. Articulated by Miao et al., (2019), the tendency of performance obstacles to destabilise and negatively influence public service motivational levels could have its incipience in the multiple interpretations that employees embrace regarding what it means to serve society. When performance barriers are restrained, the public sector would be able to recruit and retain civil servants with high levels of public service motivation, without relying solely on extrinsic reward strategies. Unrestrained BEPMs influence on public service

motivation could skew performance results where typical high performers impacted by BEPMs were rated as either resistant or incompetent.

***Objective Two*** *"To assess the relationship between BEPM in South African public administration and employee perceptions towards performance management appraisals."*

There is a negative correlation between BEPM and employee performance appraisals (r=-.871). The negative correlation indicates that the higher the score is for employee performance appraisals, the lesser the effect BEPM would have on employee performance appraisals. The lower the score is for employee performance appraisals, then the impact of BEPM on employee performance appraisals is greater.

*Model Summary*

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .871[a] | 0.758 | 0.757 | 0.45725 |

a. Predictors: (Constant), BEPM (rev)

*ANOVA*[a]

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 130.847 | 1 | 130.847 | 625.834 | <.001[b] |
| | Residual | 41.815 | 200 | 0.209 | | |
| | Total | 172.662 | 201 | | | |

a. Dependent Variable: Performance Appraisals

b. Predictors: (Constant), BEPM (rev)

*Coefficients*[a]

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 5.931 | 0.111 | | 53.637 | <.001 |
| | BEPM (rev) | -1.033 | 0.041 | -0.871 | -25.017 | <.001 |

a. Dependent Variable: Performance Appraisals

The regression model is significant (F(1)=625.834, p<.001) and the model clarifies 75.8% of the variance. Barriers to effective performance in South

African public administration has a significant effect within the model and would therefore decrease the value of performance appraisals by 1.033 if its value increased by 1.

| | |
|---|---|
| **H2:** South African public administration employee's perception of BEPM has a significant and negative relationship with reported performance management appraisals. | **Accepted** |

**Discussion – H2**

The statistical information established that influence exerted by BEPM on employee perceptions of performance appraisal worth will negatively influence and diminish outcomes for performance appraisal as an excellent forebearer to reliable performance information. The impact of barriers such as workplace silos and its influence on employee performance appraisals is causation for missed performance goals (Bento, Tagliabue, & Lorenzo, 2020). Selvaraj, Ghosh & Jagannathan (2016) expresses the necessity for management to act with fairness, and impartiality, expressed as a prominent concern in Figure 11, otherwise the appraisal system is rendered an impractical barrier rather than a performance fine tuning mechanism. In Figure 10, a significant number of respondents answered that whenever they apply for work-related studies, there is no budget available. As part of the appraisal process, management and employee are expected to recognise poor competencies and make provision for training requirements, unfortunately according to the data this was not happening, therefore Ndevu & Muller (2018), cautions against employees not having required task confidence and assistance to accomplish targeted output, leading to personnel becoming despondent and disengaged from commitment to high performance. Divisional budgetary planning needs to cater to employee personnel development plans, (South African Republic, DPSA, 2007). Some researchers have suggested that since public sector key technical positions are incorrectly staffed with managers that do not have proper management or technically related qualifications, they either do not appreciate the importance of

employee training or perceive training their employees increases vulnerability to own position.

***Objective Three*** *"To evaluate any impact that BEPM has on employee trust levels in South African public administration transformational leadership style."*

There is a negative correlation between BEPM and employee perceptions of transformational leadership in the South African public sector (r=-.828). The negative correlation indicates that the higher the score is for employee perceptions of transformational leadership, the lesser the effect BEPM would have on employee trust levels of public administration transformational leadership style. The lower the score is for transformational leadership style, then the impact of BEPM on transformational leadership style would increase.

*Model Summary*

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .828[a] | 0.686 | 0.684 | 0.5078 |

a. Predictors: (Constant), BEPM (rev)

*ANOVA*[a]

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 110.332 | 1 | 110.332 | 427.878 | <.001[b] |
| | Residual | 50.54 | 196 | 0.258 | | |
| | Total | 160.873 | 197 | | | |

a. Dependent Variable: Transformational Leadership
b. Predictors: (Constant), BEPM (rev)

*Coefficients*[a]

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | Constant) | 5.907 | 0.124 | | 47.774 | <.001 |
| | BEPM (rev) | -0.956 | 0.046 | -0.828 | -20.685 | <.001 |

a. Dependent Variable: Transformational Leadership

The regression model is significant (F(1)=427.878, p<.001) and the model explains 68.6% of the variance. Barriers to effective performance in South

African public administration has a significant effect in the model and decrease the value of transformational leadership by 0.956 if its value increases by 1.

| | |
|---|---|
| **H3:** South African public administration employee's perception of BEPM has a significant and negative relationship with employee trust of public sector transformational leadership style | **Accepted** |

**Discussion – H3**

The statical model established that there is corelation between BEPMs becoming more distinguished and eroding employee's trust of transformational leadership's ability to control performance barrier. The test outcome is aligned to previous research by Lai, Tang, Lu, et al., (2020), as work factor resistance increases, enterprise leadership would be perceived as having low transformational attribute style, then a high volume of resources is required to aid subordinates and limited access to public sector resources can be considered a performance barrier, reducing the ability of a leader to exhibit transformational leadership attributes. In figure 13 the respondents generally agreed with all transformational leadership quality statements but were least agreeable with their "leadership affording them ample opportunity to apply training, work talent and capabilities" within the organisation. Azim, et al., (2019), suggest cohorts supporting transformational leaders are presumed to be available with authoritative creative exploration to spontaneously contribute to a business solution, not all respondents felt their true potential were being leveraged. Transformational leadership elements of respect for worker autonomy scored highest, this correlates well with the study by Wang, Chen, Yang, & Juan (2021), Leaders who permit employee participative decision making, positive working conditions and learnings for joint outcomes, promote sagacity of psychological safety and high job functioning.

***Objective Four*** *"To determine if public administration transformational leadership style can moderate how BEPM influences employee public service motivation."*

There was a positive correlation between transformational leadership and public service motivation (r=.732). The positive correlation indicated that as the score for transformational leadership increases, so will the score for public service motivation and as the score for transformational leadership decreases, so will the score for public service motivation.

*Model Summary*

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .732[a] | 0.536 | 0.534 | 0.4984 |

a. Predictors: (Constant), Transformational Leadership

*ANOVA*[a]

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 56.245 | 1 | 56.245 | 226.423 | <.001[b] |
| | Residual | 48.688 | 196 | 0.248 | | |
| | Total | 104.933 | 197 | | | |

a. Dependent Variable: Public service motivation

b. Predictors: (Constant), Transformational Leadership

*Coefficients*[a]

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 1.6 | 0.141 | | 11.388 | <.001 |
| | Transformational Leadership | 0.591 | 0.039 | 0.732 | 15.047 | <.001 |

a. Dependent Variable: Public Service Motivation

### *H4 Mediation Model*

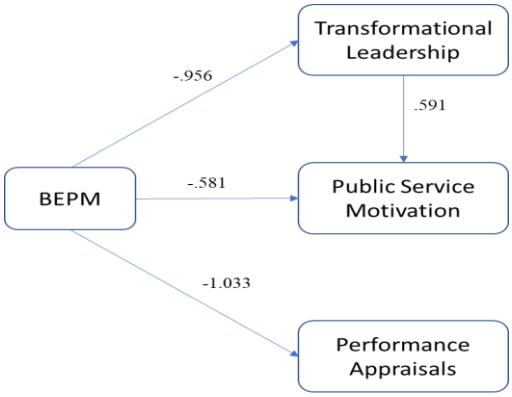



**Figure 14: Mediation Analysis**

The model is a partial mediation model. In partial mediation, even when the mediator (transformational leadership) is removed from the model, the statistical relationship between the predictor (BEPM) and outcome variable (Public Service Motivation) would remain, therefore the mediator variable only partially explains and influences the relationship between BEPM and Public Service Motivation.

Total effect of BEPM on Public Service Motivation = direct effect + (effect of BEPM on Transformational Leadership * effect of Transformational Leadership on Public Service Motivation)

==> Total effect of BEPM on Public Service Motivation = -.581 + (-.956 * 591) = -1.146

| | |
|---|---|
| **H4:** South African public administration transformational leadership style can mediate the relationship between BEPM and employee public service motivation. | **Accepted** |

**Discussion – H4**

The data findings for testing of H4, are consistent with Gennaro, (2019), who remarks that since motivation incentives for those who seek to work as civil servants differ from employees in any other sector, a transformational leader in public sector must mediate towards higher performance by inspiring public service motivation for an efficient public administration. Andersen, Bjornholt, Bro, & Holm-Petersen (2018), concur that when public leadership makes it their everyday mantra to do good for subordinates and civil society, then civil servants are inevitably moved towards being more society oriented and increasing public service quality. Andersen, Jensen & Kjeldsen (2021) agreed on the role that leadership plays in managing job and resource demands through good governance and inspiring public service motivation, they encourage leadership effort to eradicate workplace barriers and challenges suffered by workers, through demonstration of concern and interest in the contentment and comfort of subordinates, who were then psychologically committed to reciprocate. Jensen & Bro (2018) introduces self-determination theory to explain the mediating effect that transformational leadership would have on public service motivation and the underlining satisfaction of employee basic psychological need for autonomy over tasks. Transformational leaders are responsible for promoting a culture of continuous learning and self-improvement as alluded to by, Virgiawan, Riyanto, & Endri (2021), to encourage proper communication that is free of any misgivings, fostering employee job satisfaction and advancement of increased productivity whilst sustaining public employee job motivation.

## 4.8 Chapter Summary

There were 327 respondents to the questionnaire, 245 usable questionnaires were received from target population, 205 (84%) personnel employed by the South African public sector were transferred to the study's sample population. 64% of the sample population were between the ages "36 and 55 years", 81% had post high

school qualification, and 86% of sample group had less than 20 years of working experience.

Inferential statistics confirmed that employees “35 and younger” had the lowest public service motivation.

All four hypotheses were tested and discussed with support from academic works of other researcher’s theories, arguments and findings, which were then used to either support or explain the hypotheses results. Negative correlations between the independent variable and the dependent variable did exist, when BEPM was strong then “public service motivation levels”, “transformational leadership style” and “performance appraisals” remained weak and when “public service motivation levels”, “transformational leadership style” and “performance appraisals” were strong then perceptions regarding performance barrier remained weak. Through use of regression modelling all four research hypotheses were confirmed and accepted.

# Chapter 5: Conclusion.

## 5.1 Implications

This study confirmed that barriers to effective performance management significantly and negatively influence employee appraisals, public service motivation and employee perception of public sector transformation leadership efforts to tackle performance barriers. Transformational leadership can mediate between performance barriers and public service motivation.

If performance barriers are not addressed in the public sector, then high operational costs associated with poor resource management, low employee morale, loss of public institute brand reputation, horrible customer experiences, negative media reports, increased levels of knowledge worker attrition rates, numerous employee grievances and employee absenteeism would upsurge.

Whilst performance barriers frustrate employees and management alike, the cost of high employee turnover rates has the ability to ruin business continuity plans and slow down momentum for achieving institutional vision and targets. Without active senior management participation to halt the negative influence that performance barriers have on employee work performance in the South African public sector, employee performance appraisals are worthless and contribute naught towards organisational future planning. Deference for transformational leadership attributes would decline unless leadership show genuine long-term concern for employee work stressors and performance barriers.

With the help of transformational leadership strategies, employee public service motivation can increase whilst reducing the influence that performance barrier wields over performance improvement. When barriers are reduced performance appraisal information becomes more meaningful and useful for improved employee performance.

## 5.2 Recommendations for Future Researchers

Inferential data highlighted public sector employees in the “35 and younger” age group have the lowest level of public service motivation. Employees with higher service level motivations remained in public sector employment well into older age, when their values and concerns are aligned with serving the public good their perception of performance barriers are reduced. Future studies should consider comparing the private sector and public sector’s BEPM and its influence on the various employee age groups, this would add enrichment to the current management science and performance management literature about areas to concentrate effort for determining public service motivation.

Research philosophers and consultants who are intent on studying BEPMs connection and influences on public administration factors should consider replicating this exploration with a longitudinal study, inclusive of both senior management and employee insightfulness with regards to antidotes to performance barrier. The five performance barriers when juxtaposed, the empirical evidence continued to underpin scarce training and development opportunities as a most noticeable BEPM, new research into public sector administration should investigate the antecedents and causation of this phenomena and its implications for future public sector value chains.

## 5.3 Research Limitations

As specified in Chapter 1, this research is limited to a sample of civil servants in South African public administration as a representation of the entire population of South African public administration. The results were studied across the different segments without any distinction made between the various public sector industries, the aim was to emphasise that performance barriers are endemic to the entire spectrum of public service. Each public institution has its own set of functional departments, independent results for each department will not be considered. The data collected is from South African public sector employees

cannot be used to draw inference and generalisations about public administration in other countries, since each country's public sector has its own set of challenges that are unique to its national statistics and governmental influences.

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# Appendix A – Participant Informed Consent Form




**Participant Information Sheet: Barriers to effective performance management in South African public administration**

Good day,

My name is Pregasen Chetty, and I am a Master of Business Administration student at the University of the Witwatersrand, Johannesburg. As part of my studies, I have undertaken an academic research project, I am evaluating barriers to effective performance management in South African public administration. This research is conducted under the supervision of Mr Wycliffe Ouma. The research project aims to examine barriers to effective performance management in South African public administration and its impact to employee self motivation, consequences for employee performance appraisals and management efficacy to mitigate performance risks that hinder effective performance within South African public administration.

I invite you to participate in answering an online questionnaire of 34 multiple choice questions. This should take you approximately 12 to 15 minutes to complete. There will be no personal costs to you for your participation, you will not receive any direct benefits from participating and there are no disadvantages or penalties if you choose not to participate or if you withdraw from the study. Your responses to the questionnaire will remain completely confidential and anonymous. Identifying information such as your name and Id number will not be recorded.

The information you share with the researcher will be held securely and not disclosed to anyone else. If you have any concerns or complaints regarding the ethical practices and procedures of this study, you are welcome to contact the University Human Research Ethics Committee (Non-Medical), telephone +27(0) 11 717 1408, email hrecnon-medical@wits.ac.za. Should you require further details regarding the study, please contact me at 2005649@students.wits.ac.za or cell phone 071 461 9062. For your reference, my supervisor can be contacted at wycliffe.ouma@wits.ac.za

Yours sincerely,

Researcher: Pregasen Chetty, Email: 2005649@students.wits.ac.za or Mobile: 071 461 9062
Supervisor: Dr. Wycliffe Ouma, Email: wycliffe.ouma@wits.ac.za or Mobile: 067 017 2201

**Informed Consent Form**

Thank you for taking the time to participate in this study. Please note, by completing and submitting this questionnaire you consent to contribute to the study. By clicking "I grant consent" below, you consent to the following:

- I am older than 18 years
- I wish to participate in this research study
- I have read and fully understood the information sheet
- I understand that my identity will remain anonymous
- I understand that my participation in the study is voluntary

◉ I grant consent

>>

# Appendix B – Online Questionnaire

This online survey contains 34 questions in total and should take an estimated 12 to 15 minutes to complete.

Please select the choice that is most applicable to you and try to answer all questions. All answers are anonymous and strictly confidentiality.

**1) Are you a South African national?**

a) Yes
b) No

**2) What age group do you belong to?**

a) 18 years to 25 years
b) 26 years to 35 years
c) 36 years to 45 years
d) 46 years to 55 years
e) 56 years to 65 years

**3) What is your highest level of education?**

a) Did not graduate from High School
b) Graduated from High School
c) Graduated from Training College or Technikon
d) Graduated with University Degree or Honors
e) Graduated with University Masters or Doctorate

**4) What sector are you employed in?**

a) Private Sector
b) Public Sector

**5) How many years of service do you have at your current organisation?**

a) 1 year to 10 years
b) 11 years to 20 years
c) 21 years to 30 years
d) 31 years to 40 years
e) 41 years to 50 years

6) **At my organization, work related information is often shared between colleagues and work is never performed in silos.**
    a) Strongly Disagree
    b) Disagree
    c) Neutral
    d) Agree
    e) Strongly Agree

7) **At my organization, the technology, and systems available enables me to perform at my best.**
    a) Strongly Disagree
    b) Disagree
    c) Neutral
    d) Agree
    e) Strongly Agree

8) **The strategic business objectives and goals of my organization have been clearly communicated to me.**
    a) Strongly Disagree
    b) Disagree
    c) Neutral
    d) Agree
    e) Strongly Agree

9) **I understand how my work supports the organization's future growth plans.**
    a) Strongly Disagree
    b) Disagree
    c) Neutral
    d) Agree
    e) Strongly Agree

10) **Outside of the performance appraisal process, I often receive performance feedback from my manager.**
    a) Strongly Disagree
    b) Disagree
    c) Neutral
    d) Agree
    e) Strongly Agree

**11) I would recommend my organization to my family and friends as a great place to work.**

a) Strongly Disagree
b) Disagree
c) Neutral
d) Agree
e) Strongly Agree

**12) At my organization, the performance rewards are sufficient to motivate me into becoming a high performer.**

a) Strongly Disagree
b) Disagree
c) Neutral
d) Agree
e) Strongly Agree

**13) My performance scorecard is easy to understand with regards to the expected targets and results I need to attain.**

a) Strongly Disagree
b) Disagree
c) Neutral
d) Agree
e) Strongly Agree

**14) At my organization, underperforming employees are granted opportunities to attend work training courses.**

a) Strongly Disagree
b) Disagree
c) Neutral
d) Agree
e) Strongly Agree

**15) At my organization, performance appraisals are conducted with integrity in an honest and fair manner.**

a) Strongly Disagree
b) Disagree
c) Neutral
d) Agree
e) Strongly Agree

16) **My manager is competent to conduct performance appraisal sessions and measure team performance.**
    a) Strongly Disagree
    b) Disagree
    c) Neutral
    d) Agree
    e) Strongly Agree

17) **When setting my performance targets, my line manager is willing to listen to my suggestions.**
    a) Strongly Disagree
    b) Disagree
    c) Neutral
    d) Agree
    e) Strongly Agree

18) **At my organization, everyone is aware that management will not accept substandard work.**
    a) Strongly Disagree
    b) Disagree
    c) Neutral
    d) Agree
    e) Strongly Agree

19) **At my organization, my performance is assessed against objectives that are measurable and related to my job description.**
    a) Strongly Disagree
    b) Disagree
    c) Neutral
    d) Agree
    e) Strongly Agree

20) **My manager is always available to provide clarity with difficult to understand work related matters.**
    a) Strongly Disagree
    b) Disagree
    c) Neutral
    d) Agree
    e) Strongly Agree

**21) At my organization, employee suggestions to improve process efficiency is welcomed and respected by management.**

a) Strongly Disagree
b) Disagree
c) Neutral
d) Agree
e) Strongly Agree

**22) Management always expresses gratitude for the work I perform, by rewarding me with tangible or intangible benefits.**

a) Strongly Disagree
b) Disagree
c) Neutral
d) Agree
e) Strongly Agree

**23) Management has no favourite employees.**

a) Strongly Disagree
b) Disagree
c) Neutral
d) Agree
e) Strongly Agree

**24) Management always encourages me to self-improve and enrol for work-related training courses.**

a) Strongly Disagree
b) Disagree
c) Neutral
d) Agree
e) Strongly Agree

**25) Management always ensures budget is available to further my work-related studies.**

a) Strongly Disagree
b) Disagree
c) Neutral
d) Agree
e) Strongly Agree

**26) Management always encourages me to be creative and innovative in my daily work processes.**

a) Strongly Disagree
b) Disagree
c) Neutral
d) Agree
e) Strongly Agree

**27) The challenges I experience at my organization, prevents me from producing high quality deliverables.**

a) Strongly Disagree
b) Disagree
c) Neutral
d) Agree
e) Strongly Agree

**28) I regard the work I perform to be important and meaningful to society.**

a) Strongly Disagree
b) Disagree
c) Neutral
d) Agree
e) Strongly Agree

**29) At my organization, I am respected and given a high degree of autonomy over the work I perform.**

a) Strongly Disagree
b) Disagree
c) Neutral
d) Agree
e) Strongly Agree

**30) I am remunerated at a fair market related salary in relation to my work contribution.**

a) Strongly Disagree
b) Disagree
c) Neutral
d) Agree
e) Strongly Agree

31) **When required, I am willing to perform 5 hours overtime per week without any financial compensation.**
    a) Strongly Disagree
    b) Disagree
    c) Neutral
    d) Agree
    e) Strongly Agree

32) **At my organization, I am given ample opportunities to apply my training, work talent and capability.**
    a) Strongly Disagree
    b) Disagree
    c) Neutral
    d) Agree
    e) Strongly Agree

33) **The prospect of being promoted to next level of employment keeps me motivated to always perform at my best.**
    a) Strongly Disagree
    b) Disagree
    c) Neutral
    d) Agree
    e) Strongly Agree

34) **My work is fun, exciting, and enjoyable.**
    a) Strongly Disagree
    b) Disagree
    c) Neutral
    d) Agree
    e) Strongly Agree

**Thank you for your time taking this survey.**

**Your response has been recorded.**

# Appendix C – Ethics Clearance Certificate

Graduate School of Business Administration
University of the Witwatersrand, Johannesburg

Wits Business School

**Wits Business School Ethics Committee**
Constituted under the University Human Research Ethics Committee (Non-Medical)

## Ethics Clearance Certificate

**Ethics protocol number:** WBS/BA2005649/646
*This certificate is only valid with a legitimate ethics protocol number and signed by the Researcher (below).*

This certificate is only valid if accompanied by formal permission from the relevant stakeholder(s).

| | |
|---|---|
| **Project title** | Barriers to effective performance management in South African public administration |
| **Investigator / Researcher** | Mr Paragasen Chetty |
| **Nature of Project** | MBA (Research Article) |
| **Decision of the Committee** | Approved, provided stakeholders and participants are guaranteed anonymity and confidentiality. |
| **Issue Date of Certificate** | 2021-11-29 |
| **Expiry date** | Date of submission of the project report |
| **Chairperson** | Prof Anthony Stacey<br>+27 11 717 3587<br>+27 82 880 4531<br>anthony.stacey@wits.ac.za |

**Declaration by Researcher**

*One copy must be signed by the Researcher and returned to the Chairperson of the Wits Business School Ethics Committee.*

I fully understand the conditions under which I am authorized to carry out the abovementioned research and I guarantee to ensure compliance with these conditions. Should any departure to be contemplated from the research procedure as approved I undertake to resubmit the protocol to the Committee.

Signature

30 November 2021
Date: