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Knowledge and attitudes of operational supervisors on the performance management system at Mopani district hospitals in Limpopo Province

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KNOWLEDGE AND ATTITUDES OF OPERATIONAL SUPERVISORS ON THE PERFORMANCE MANAGEMENT SYSTEM AT MOPANI DISTRICT HOSPITALS IN LIMPOPO PROVINCE

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A Research report submitted to the Faculty of Health Sciences, University of the Witwatersrand, Johannesburg, in partial fulfilment of the requirement for the degree of Master of Public Health Hospital Management.

Johannesburg 2011

DECLARATION

I , Mrs Beauty Maluleke, hereby declare that the work on which this dissertation is based is my own original work(except where acknowledgment indicate otherwise) and that neither the whole nor any part of it has been submitted for another degree in this or any other university. I allow the University of Witwatersrand to reproduce this work for the purpose of research.

Signature: ----------

Date: ----------

DEDICATION

In memory of my late parents, John and Sontie Mabunda

May their souls rest in peace.

ACKNOWLEDGEMENTS

I would like to express my sincere thanks and appreciation to my husband (Maphophe Errol Maluleke) and my four children (Wisani, Dumisani, Rhulani and Themba) for your support and belief in me.

To Prof TX Maluleke who assisted me in refining my technical aspects and developing my questionnaire for the study.

To Mr Ntuli TS the statistician for his assistance in the data analysis and interpretation.

To my supervisor Sagie Pillay, for his patience, kindness and positive feedback that made my research possible.

ABSTRACT

Background: This study seeks to determine knowledge and attitudes of operational supervisors on the performance management system, at Mopani district hospitals in Limpopo Province. This is owing to the fact that literature indicates that poor management of performance is still found among experienced managers. Employees' perception is that managers/supervisors lack proper understanding with regard to implementation of management performance system, due to lack of training and use of predefined ratings.

Material and Methods: A cross-sectional descriptive study was carried out in the district hospitals of Mopani district for a period of two months (March to April 2010). The study targets operational supervisors because they directly supervise many employees (5 to 8) and are at the front line of service delivery, interacting daily with community members.

Results: A response rate of 54% (88/162) was achieved. Operational supervisors with less than ten years of experience scored higher in both positive attitude and knowledge on performance management system, as compared to supervisors with more than ten years of experience. There is no statistical significance difference with all questions relating to perceptions.

Conclusion: The finding of this study has led to the following recommendations being made:

a) The provision of regular in-service training on implementation of the performance management system with special attention being given to operational supervisors, to assist in adherence to some form of quality control.
b) Setting up of a task team to conduct regular audits on the implementation of performance management system in all departmental institutions hospitals to ensure that quality service delivery is provided to clients.

DEFINITIONS OF TERMS

Attitude: A positive or negative view of an object: i.e an event, behavior or a person. One can be unsure about an object or event.

Knowledge: information that a person is aware of. Knowledge is gained either by learning, experience, perception or association.

Perceptions - the act of becoming aware through senses, recognize or observe to comprehend and gain insight or intuition (Collins Dictionary 1995: 992). It refers to attitudes and experiences of people (operational)

District hospital: Is a level one hospital within a district, providing general health care services. They receive referral from Primary Health Care and they transfer special cases to regional hospital.

Operational supervisor: an officer who directly supervises or oversees the performance or operation, and to whom the employees report. (Collin Dictionary 1995:1353).

Health professionals: Includes Doctors, Nurses, Occupational therapist, Physiotherapists, Radiographers, Speech therapists, Social Workers, and Dieticians.

Support staff is: Finance section staff, and corporate services staff

Human Resource Development: Botes(1994) defines it as the planned learning and development of employees as individuals and as groups to the benefit of an organization as well as its employees.

Performance - the act, process, and art of functioning or conduct (Collins Oxford Dictionary 1995:993).

Performance management - a process of ensuring that employees are focusing on their work efforts in a way that contribute to achieving the institution‘s vision and mission. Furthermore, it aims at helping managers to obtain improved performance from staff and rewarding individuals accordingly as well as developing potential so that employees are able to take greater responsibility (Van Der Waldt 2004:203).

Capacity development – education, intervention, remedial action for identified gaps in knowledge, skills and competencies.

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CHAPTER 1
INTRODUCTION

1.1 BACKGROUND

Performance management system is a way of ensuring that both the organization and its employees are able to set clear goals, targets and be able to measure those targets against the goals (Williams, 2006).The purpose of the performance management system is to provide a framework for effective and efficient implementation of service delivery in all institutions. The aim of performance management system is to motivate, monitor employees and to maintain steady progress to align all members of the organization towards a common goal. The key performance areas of all employees should be aligned to the key performance areas of the section they work in, in order to promote teamwork and successful operations.

Globally, Performance management system originated in the private sector, because of the need to increase their accountability, improve efficiency, satisfy and retain the customer (Jarrar and Schiuma, 2007). Since the main aim was to maximize profit, the needs of the employee were not taken into consideration. Greater attention was given to outputs rather than process.

(Kaplan and Norton 1996), states that traditionally in the manufacturing industries during the 1880's, they measured performance of the organizations through cost accounting, excluding the customer and the workers needs. They argued that this did not give the true overall performance of the organization, as finances only told the story of past events. They improved the performance measurement by development of a Balanced Score Card, in which there was a balance between financial and non- financial matters such as service delivery, human resource development and organizational management.

The transformation of the South African public sector following the first democratic elections in 1994 led to the adoption of the White Paper on the Transformation of the Public Service (1995) and the Batho Pele White Paper (1997). These policies guide the implementation of a performance management system in the public sector (Williams 2006). In 1998, the Minister for Public Service and Administration in South

Africa introduced the performance agreement system for senior managers. Previously there was no system in place through which they could be assessed.
A survey on its progress found that the majority of senior managers had not signed the performance agreements and reviews were not conducted regularly. This is probably still a common problem in almost all organizations.

According to Chapter 3, Section 3.1 of the Employee Information Manual Limpopo Provincial Government (2004), performance management is a process to harnessing all available resources within the organization and to ensuring maximum performance, for achieving desired results. Performance management system should be driven by management, aligned with all organizational priorities and training goals, as well as being focused on continuous improvement of performance.

In public sector the performance management system is aimed at continuous improvement of the organizational performance and optimizing the potential of all employees' output in terms of quality and quantity (Department of Public Service and Administration 2001).

Limpopo Provincial Government (2004) has a policy guideline on the performance management system to be implemented by all Limpopo departments. The primary focus of the performance management system is to evaluate the performance of employees in relation to the organizational objectives, individual objectives, standards, and to identify gaps thereof. If there are gaps identified during performance management, employees should be developed in order to bridge them. Financial rewards are given to best performing employees. Continuous development of employees intends to improve the quality of service delivery and to ensure that employees are up to date with new technological improvements, knowledge and skills. Therefore appropriate implementation of a performance management system by operational supervisors is critical for the achievement of objectives of the employee as well as hospital objectives, in order to satisfy patients' needs.

All new employees should be inducted and continuous workshops should be done for all staff members on performance management system, in order to ensure appropriate implementation of the policy and clarification of their roles and responsibilities. During evaluations, the supervisor is expected to be fair and consistent with all employees. When there is a disagreement on the evaluation outcome, the employee has the right to lodge a dispute with the management of the institution. (Limpopo Provincial Government, 2004).

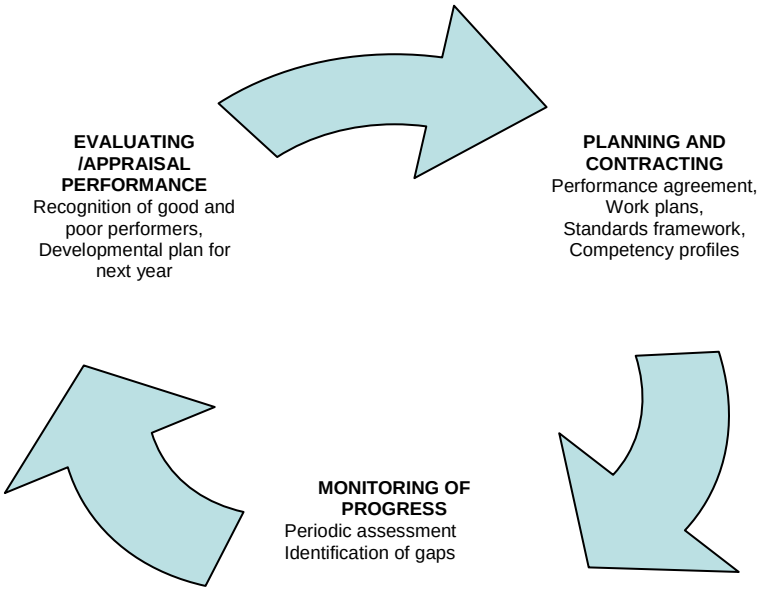


Figure 1.1 Limpopo Department of Health Performance Cycle

The performance management cycle model above has three phases: planning and contracting, monitoring of progress (periodic assessments) and evaluating/appraisal of performance. The model is a cycle and the process is interrelated (Boland and Fowler, 2000) stated that the system should be implemented effectively as well as efficiently to motivate and develop employees and not to demoralize them. The Simba Company, one of the best in South Africa, adopted a similar process and cycle to their company (Porter, 2004).

The Researcher became Interested in studying knowledge and attitudes of operational supervisors on the performance management system at Mopani district hospitals in Limpopo Province. The health services in Mopani district are provided by one regional hospital, one specialized psychiatric hospital, six district hospitals, nine health centres, 87 clinics, 6 gate way clinics, 26 mobile teams.

1.2 PROBLEM STATEMENT

Despite the inductions and continuous workshops held with employees, poor implementation of the performance management system by operational supervisors prevails in the Mopani District. This is evident through the delay in submission of signed employment contracts at the beginning of the year as well as the late submission of quarterly reviews and annual evaluation reports.

There are various possible causes for the poor implementation of the performance management system in these institutions by the operational supervisors. This study has only focused on assessing the knowledge and attitudes of the operational supervisors towards the performance management system as one of the probable causes for such poor implementation.

1.3 JUSTIFICATION OF THE STUDY

An investigation of knowledge and attitudes of hospital employees towards the performance management system in the department has never been done. This study will help to determine the reasons for poor compliance in the implementation of the performance management system. Accordingly, improvement strategies could be derived from the findings.

Continuous failure to implement the system correctly could lead to a disintegrated team effort and demotivated employees. Resource allocation for employee development and training needs could also be misappropriated. Therefore, the objectives of both the organization and the individual will not be met as stated in the strategic plan. This will result in poor quality care to clients and the community.

1.4 AIM OF THE STUDY

To determine knowledge and attitudes of operational supervisors, towards the performance management system and perceptions regarding their ability to implement the system at the Mopani District hospitals in 2010

1.5 SPECIFIC OBJECTIVES

1. To determine the knowledge of operational supervisors on their roles and responsibilities with regard to implementation of the performance management system.
2. To assess the attitude of operational supervisors towards performance management system.
3. To determine operational supervisors' perceptions regarding their ability to implement performance management system. `

CHAPTER 2
LITERATURE REVIEW

2.1 INTRODUCTION

Performance management system is used to achieve several aims. There are organizational aims as mentioned in the background, but also more personal aims. Some of the aims are to satisfy the needs of the employer and some to satisfy the needs of the employee. The employer benefits by being able to assess the employee's level of work functioning and to identify strengths and weaknesses to be addressed for optimal performance. The employer is represented by the supervisor in this assessment. The employee benefits through monetary rewards attached to satisfactory performance and by gaining acknowledgement for their efforts. Through this mutual process it is hoped that employees will be motivated to improve and sustain their efforts (Williams, 2006).

The main aim in the private sector was to maximize profit, whilst the needs of the employees were not taken into consideration. With the growing awareness of the value of human resources in the past years in maximizing profit, performance appraisal started to receive more attention by the managers (Hunt, 1992)

2.2 IMPLEMENTATION OF PERFORMANCE MANAGEMENT SYSTEM

Performance management system is a continuous improvement process which should be integrated into an organization management system (Carlos, Gomes, Mahmoud, Yasin, and Lisboa, 2004; Brand and Pretorius, 2003). Performance management system should be viewed from a continuous improvement perspective. It is a collective effort of people working together towards achievement of organizational and individual goals. Supervisors need to validate what the employees know and build on it. Managers should also receive continuous training in order to improve their supervisory skills (Carlos, et al. 2004).

Effective implementation of performance management system requires knowledge and skills of appraiser/ supervisor about the performance management system used in their own organization (Fletcher, Baldry and Cunningham 1998; Wright and Cheung, 2007) They should be knowledgeable about the administrative procedure (i.e. use of forms, meeting deadlines in reviews, evaluations and submissions to the Human Resource Management) (Fletcher, Baldry and Cunningham 1998). The appraiser/supervisor should also have the following qualities:

- Ability to observe behaviour and performance of employee.
- Be knowledgeable about the dimensions and features of performance
- Understand the rating system

Employees need progress feedback on a daily, monthly and quarterly basis. This can be achieved if there is continuous monitoring and feedback of the employee's performance by the supervisor. Feedback keeps employees engaged and strengthens trust between managers and employees. Setting of goals with feedback, results in high performance and increases productivity and customer satisfaction. (Kouzes and Posner, 2002). Performance management should focus on addressing the gaps or problems identified during monitoring

To transform the health care system, leaders and managers should seek and accept challenges and find innovative ways to improve performance. They should continuously search for opportunities to grow and to improve the services. Good listening skills would assist them in this endevour. They need to recognize good ideas from the employees and support them, be willing to adapt to new products, processes, services and systems. Attention to the development of employees is very important. These practices mentioned above could transform the performance management system of an organisation (Kouzes and Posner 2002).

The use of diaries as the means to gather performance information than mere observation is regarded as fair referral source during the performance evaluation (Greenburg, 1991). It is the responsibility of each manager to make decisions that are fair, honest, impartial and consistent when dealing with employees (Robert and Robert 1989). They equate these responsibilities to procedural justice, as unfair performance evaluation might have legal implications towards the employer, if the employee feels to be unfairly evaluated by the supervisor

Supervisors are required to be knowledgeable about the subordinates' job and their job performance and provide performance feedback in a supportive manner (Jawahar, 2006). When the supervisor rates the employee poor without giving explanation, the employee may regard this as unfair practice by the supervisor. These may create conflict, as the employee may feel victimized. Explanations of both average and poor performance ratings are effective mechanism to reduce social conflict. (Greenberg, 1999). (Murphy and Cleveland, 1995) said without the appropriate feedback from supervisors, employees will not be able to develop and will not receive any rewards for the work completed.

Encouragement by supervisors' uplifts spirits, energize, direct and sustains employees behaviour, for example the use of celebrating statements like "job well done" or gestures such as smile (Kouzes and Posner, 2002). These are some of the roles of the supervisor in the implementation of performance management system.
The above is also supported by Maslow theory of need in that the employee has a need to boost his or her self esteem leading to self actualization. These needs of self esteem and self actualisation can be satisfied by the supervisor who must ensure that both the goals of the organization and the employer are achieved. Supervisor must have an understanding of his or her roles and responsibilities with regard to implementation of performance management system.
(Jooste, 2003) is also in support of the satisfaction need of the employee, by stating that: need, achievement, power and affiliation motivate employees to perform better and take responsibility for solving problems as they arise. Poor performance evaluation or appraisal and negative criticism by supervisor has a negative effect on the performance of employees.

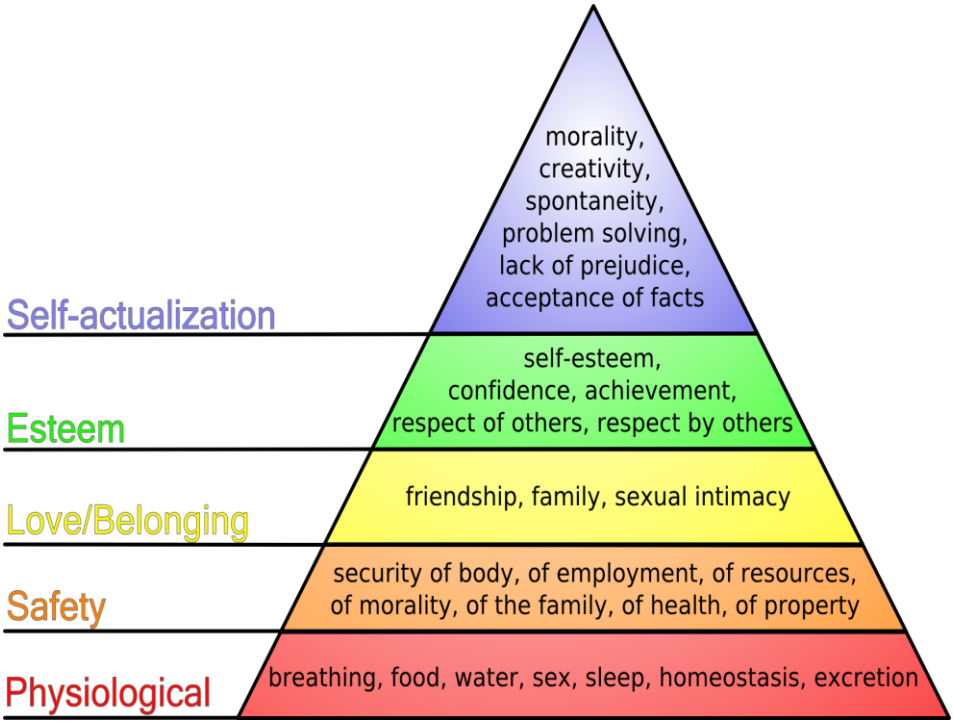


Figure 2.1 Maslow's Hieracy of needs

Managers with most experience would also have more tacit knowledge that would assist them to build their scripts for managing poor performance as compared to managers with less experience (Goodhew, Camammock , Robert and Hamilton, 2008). This is also supported by (Tross and Maurer, 2002) who said supervisors with more experience provide more accurate ratings. The logic behind this explanation is that the more experienced supervisors are more knowledgeable of their' job as a result of more time spent supervising the employees, and thus are better skilled to judge the subordinates' job performance

Managers tended to have a more positive view of the appraisal process than did subordinates, because it forces them to communicate with their subordinates and causes them to encourage the subordinates to improve on their performance. By so doing the manager gets encouraged in that they feel that they are fulfilling their responsibilities as managers. (Longenecker, Liverpool and Khathyn, 1988)

2.3 CHALLENGES IN THE IMPLEMENTATION OF PERFORMANCE MANAGEMENT SYSTEM

Poor planning by managers in the implementation of performance management system creates conflicts between supervisor and employee (Kumar, 1999). This concurs with Hunt (1992) who said there are many potential problems with performance evaluations namely: untrained appraiser, unclear definition of supervisor's job, both parties unaware of the format and aims of the evaluation, subjectivity, biased data and unstructured interviews

In South Africa the performance management system was introduced in the public sector in order to improve service delivery, redress the imbalances of the past, bureaucratic system and attitudes. However, managers lack knowledge and skills to implement the performance management system. Because of the above mentioned, managers tend to demonstrate low level of motivation and negative attitudes towards the employees (Van Der Waldt, 2004).

Employees' perceptions of the performance management system are influenced by the lack of knowledge on policies and processes. This also includes supervisors as they are employees to. Lack of knowledge by managers/supervisors has a negative impact on the implementation of the performance management system, and will further produce poor outcomes on the set objectives of the institution (Potosky and Ramakrishna 2002).

Attitudinal factors have influence towards the rating scale of supervisors (Tziner and Murphy 1999). Their study showed that supervisors with low confidence or commitment in the performance system tend to overate the employees and don't discriminate amongst the employees they rate, as compared to supervisors with high level of attitudinal commitment, they provide lower rating and discriminate amongst people they rate.

The inability of the evaluator to identify employee career needs and goals makes the system ineffective (Van Heerden and Roodt, 2007). They further explain that there is no consistency in the management of poor performers by experienced manager.

This is supported by the study conducted in New Zealand which found that employees who receive negative, unfavourable performance outcomes tend to have negative attitudes towards their job (Emmerik, Bakker and Euwena, 2008).

Effective performance management system should be updated regularly to accommodate new developments internal and external to an organization. This would require experiences of managers on the performance management system and continuous training of supervisors on performance management system (Wright and Cheung, 2007).

2.4 SUMMARY

In summary, the studies reviewed above emphasized the importance of viewing performance management system as an integral part of human resource management however; implementation of performance management system is still a problem in almost all organizations. It is therefore easy to understand how the correct implementation of the performance management system facilitates growth and health in the organization. It is imperative that the managers implementing the system have the right perception and attitude towards it and understand the benefits entrenched in it. Continuous training of both supervisors and employees is important so that quality of service is provided. Policy review is also required.

CHAPTER 3
METHODOLOGY

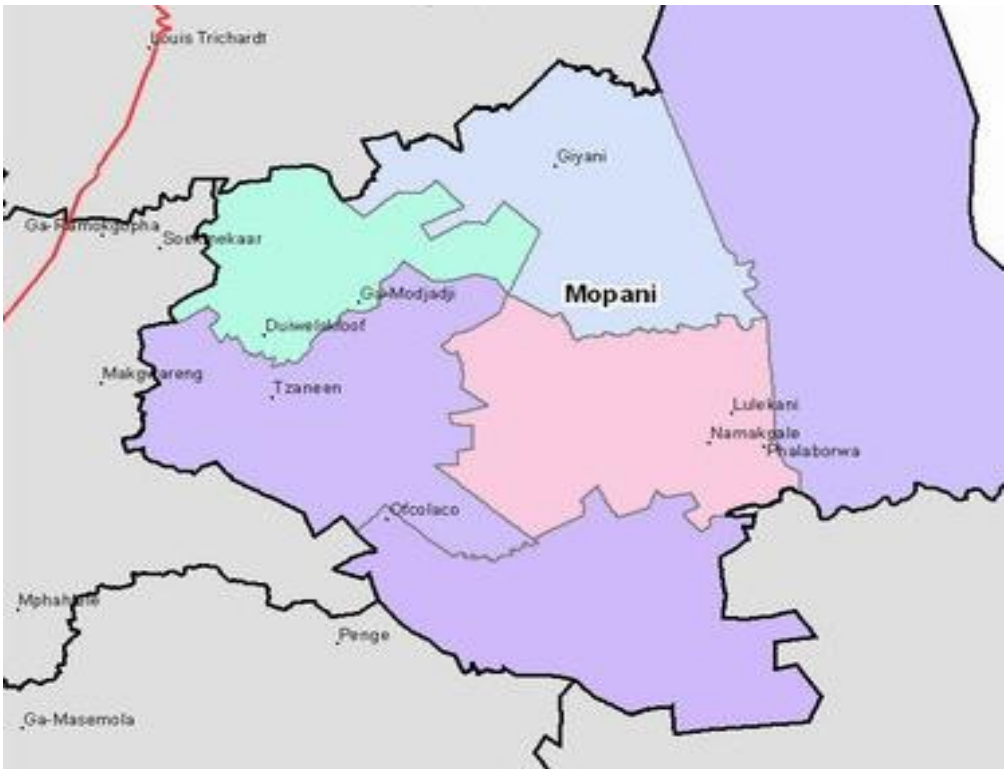
This chapter presents the study design, setting, population, inclusion criteria, pilot study, sampling and sample size, data collection, data analysis, ethical considerations, and the study limitations.

3.1 STUDY DESIGN

A cross-sectional descriptive study was carried out in the district hospitals of Mopani District for a period of two months (March to April 2010). The purpose of the study was to determine operational supervisor's knowledge and attitudes towards performance management system, as well as their perceptions regarding their ability to implement it.

3.2 STUDY SETTING

The study was carried out in the Mopani District of Limpopo Province (Figure 3.1). The district is mainly rural, situated at the North Eastern side of Limpopo Province. The district is subdivided into five municipalities with a population of 113 2442. The health service is provided by 1 provincial hospital, 1 specialized psychiatric hospital, 6 district hospitals, 9 health centers, 87 clinics, gate way clinics, 26 mobile teams.



Source:http://www.limpopo.gov.za/

Figure 3.1 Map of Mopani District in Limpopo Province

3.3 STUDY POPULATION

The study population was operational supervisors employed at District hospitals of the Mopani District. The study targets operational supervisors because they directly supervise many employees (5 to 8) and are at the front line of service delivery, interacting daily with community members.

3.4 INCLUSION CRITERIA

- Operational supervisors at level 8 from support service and health professionals with three or more years experience as a supervisor.

3.5 PILOT STUDY

The questionnaire for this study was piloted at Evuxakeni hospital which is not included in the study. Six operational supervisors on level 8 were interviewed to test the appropriateness and relevance of the questions. The outcome of the pilot study did not form part of results of the main study. No additional or subtraction of questions were made after the pilot study.

3.6 SAMPLING METHOD AND SAMPLE SIZE

Number of supervisor's in four hospitals used in the study is listed in Table 3.1.

Table 3.1 Number of supervisor's in four hospitals in the studied

Hospital Name	Number of Health Professionals	Number of Support staff	Total
Nkhensani	37	13	50
Van Velden	11	9	20
Maphuta Malatje	33	12	45
Dr CN Phatudi	34	13	47
Total	**115**	**47**	**162**

Source: Hospital staff establishment

Of the six district hospitals in Mopani district, four were randomly selected for the study. In total, hundred and sixty two operational supervisors are employed in the four health facilities selected for the study. About 50 of the operational supervisors were stationed in Nkhensani Hospital, 20 in Van Velden Hospital, 45 in Maphuta Malatje Hospital, and 47 in Dr CN Phatudi Hospital (Table 3.1).

All (162) operational supervisors from the selected hospitals with three (3) or more years experience as a supervisor were asked to participate in the study.

3.7 DATA COLLECTION

Variables used in the study is listed in Table 3.2.

Table 3.2 Variables to be categorized

Variable category	Variable name	Variable description
Demographic variable	gender	Male or female
	Education	Secondary ,tertiary
	Experience	Years working as supervisor
	Level of employment	Supervisory level 8
Knowledge an attitude variables	Phases of Performance management cycle	-Planning and contracting -Monitoring progress -Evaluating performance and managing outcomes
Perceptions variable	Ability	Perception on skills and ability to implement performance management system

A self-administered questionnaire was distributed to the study population. The completed questionnaire was collected after three days. A follow-up visits was made to collect the remaining questionnaires. The following variables were included in the questionnaire: demographic (age, gender, level of education, years working as a supervisor); knowledge, attitude and perception regarding the implementation of performance management system (Table 3.2).

3.8 DATA ANALYSIS

The collected data was captured and analyzed using Microsoft excel and Epi-Info, respectively. The frequency and percentage was used to summarise the data. Tables and graphs were used to present the findings. The demographic information of the study participants were displayed on bar graphs. Cross-tabulation was generated to determine the relationship between dependent and independent variables. The Fisher Exact Test was used to determine the association between variables. A p-value of less than 0.05 was considered significant.

All the responses obtained for the open-ended questions from the supervisors were listed. The answers that seem to belong together were coded using a key word. The data obtained was entered into a compilation sheet. The analysis involved categorizing the participant's understanding of their role and responsibilities in the implementation of performance management system. Coded answers for open-ended questions were displayed on bar graphs.

3.9 ETHICAL CONSIDERATION

The permission to conduct the study was obtained from the management of the hospitals in the study, and the Department of Health and Social Development of the Limpopo Province. The Human Research Ethics Committee of the University of Witwatersrand approved the protocol. The names and the participants identifies were not included in the final report.

CHAPTER 4
RESULTS

This chapter presents the results and the interpretation of the results. The chapter is subdivided into: demographic characteristics of the study participants, knowledge, attitude and perception of supervisors with regard to implementation of performance management system.

4.1 DEMOGRAPHIC INFORMATION OF THE PARTICIPANTS IN THE STUDY

A summary of the demographic information of the respondents is presented in the next section.

4.1.1 AGE OF THE PARTICIPANTS

Age distribution of the participants is shown in Figure 4.1.

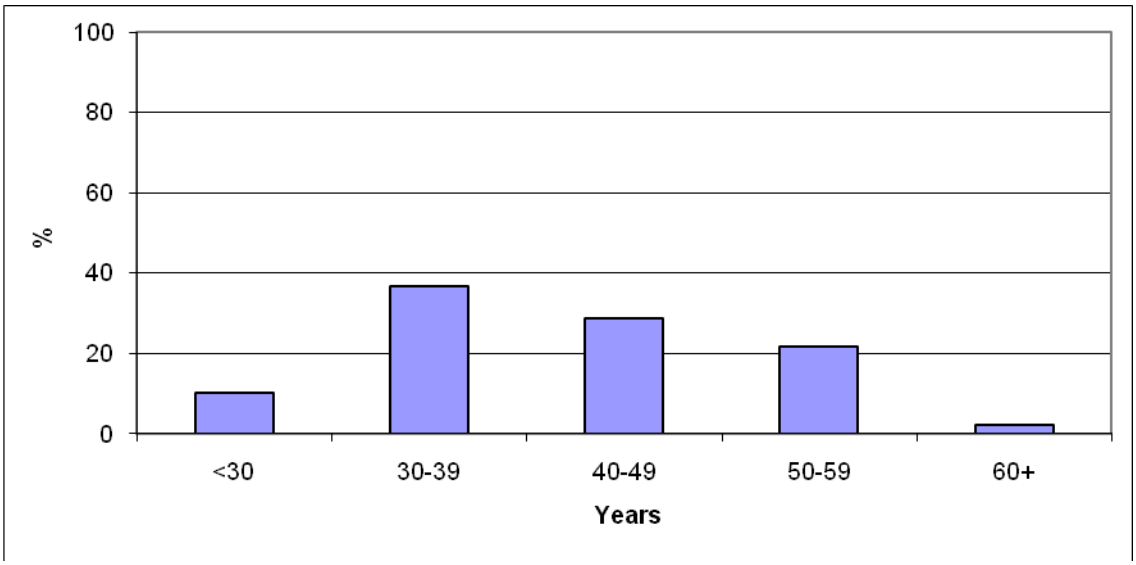
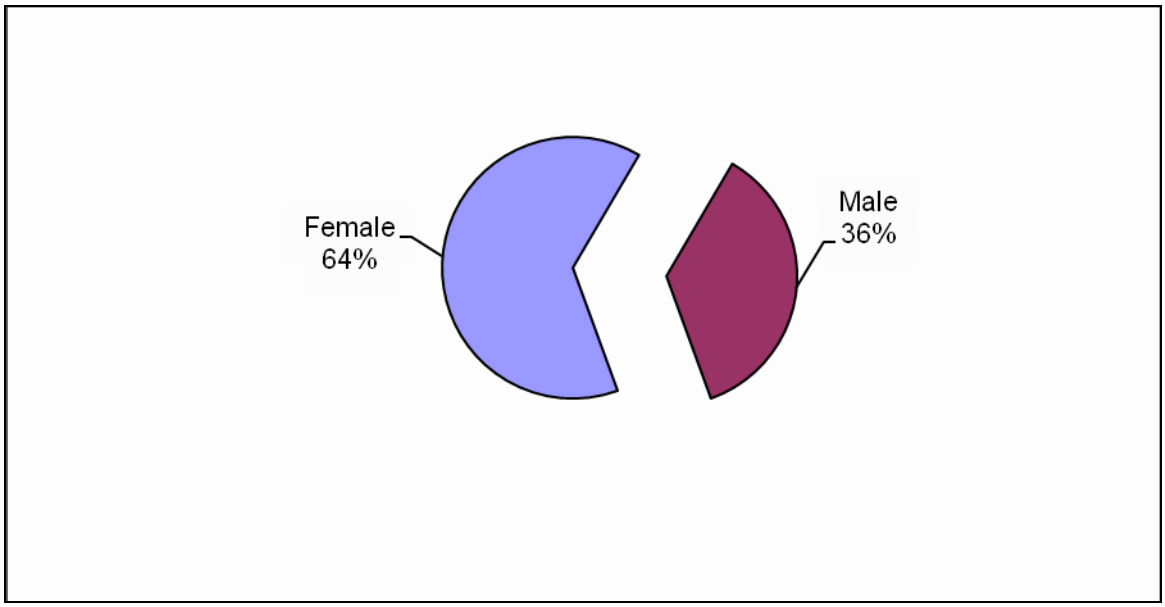


Figure 4.1 Percent distribution of age

A total of 88 operational supervisors employed at district hospitals participated in this study, given a response rate of 54% (88/162). Of these, 32(37%) were in the age group 30-39 years, followed by 25(29%) in the age group 40-49 years, and 19(22%) in the age group 50-59 years. Ten percent of the supervisors were younger than 30 years old and only 2% were 60 year or above (Figure 4. 1).

4.1.2 GENDER DISTRIBUTION OF THE PARTICIPANTS

Gender distribution of the participants is shown in Figure 4.2.



.

Figure 4.2: Percent distribution of gender

About 56 (64%) of the participants were female and only 32(36%) were male.

4.1.3 SUPERVISOR'S QUALIFICATIONS

Supervisors' qualifications are described in Figure 4.3.

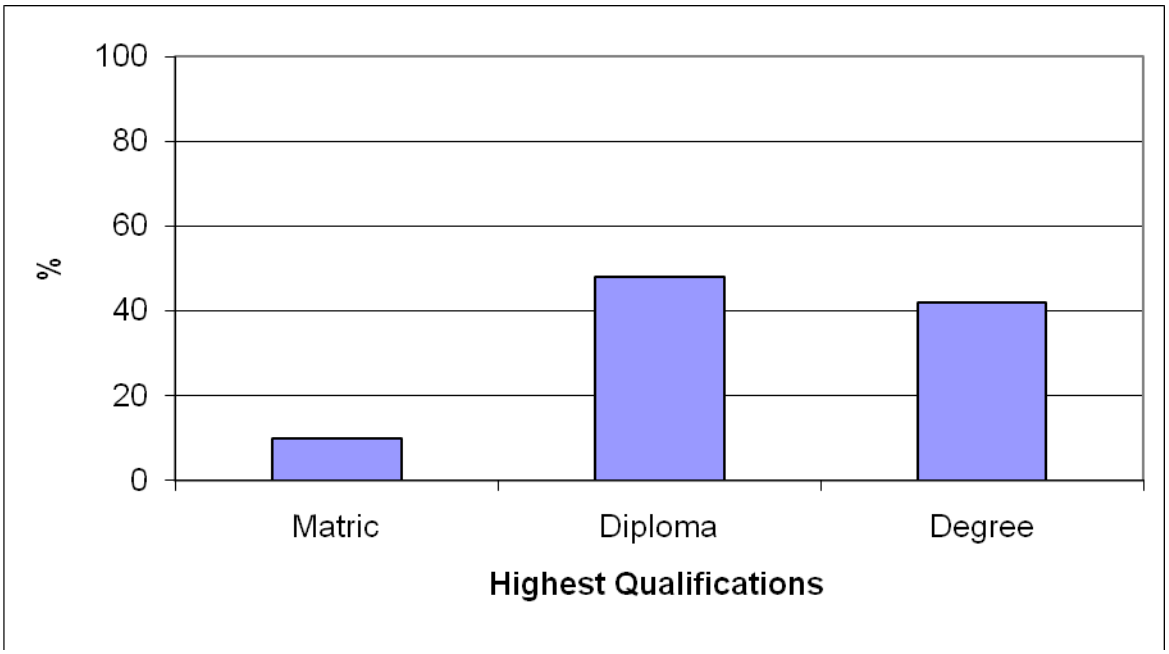


Figure 4.3 Percent distribution of supervisor's qualifications

The majority 42(48%) of the operational supervisors in this study had diploma as the highest qualification, followed by 37(42%) with bachelor degree, and only 9(10%) had senior certificate.

4.1.4 EMPLOYEES ON DEPARTMENT/SECTION OF EMPLOYMENT

Participants' departments/sections of employment are described in Figure 4.4.

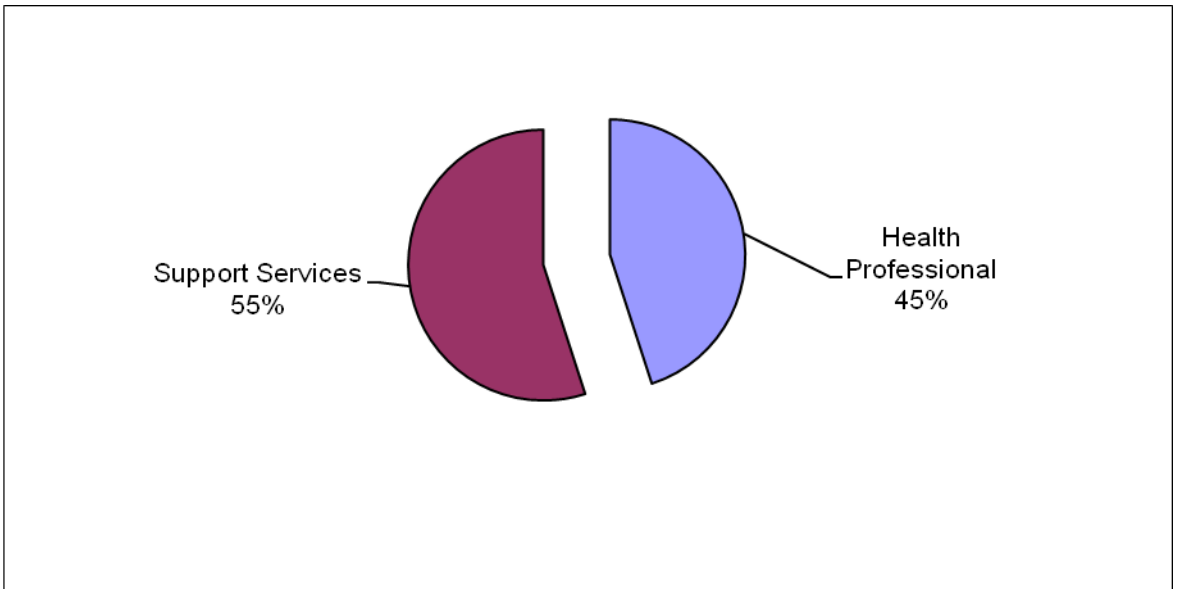


Figure 4.4 Employees on department/section of employment

Forty eight (55%) of the participants in this study were stationed in the support services and only 39(45%) were health professionals (Figure 4.4).

4.1.5 NUMBERS OF YEARS AS OPERATIONAL SUPERVISOR

Numbers of years they had worked as operational supervisor is described in Figure 4.5.

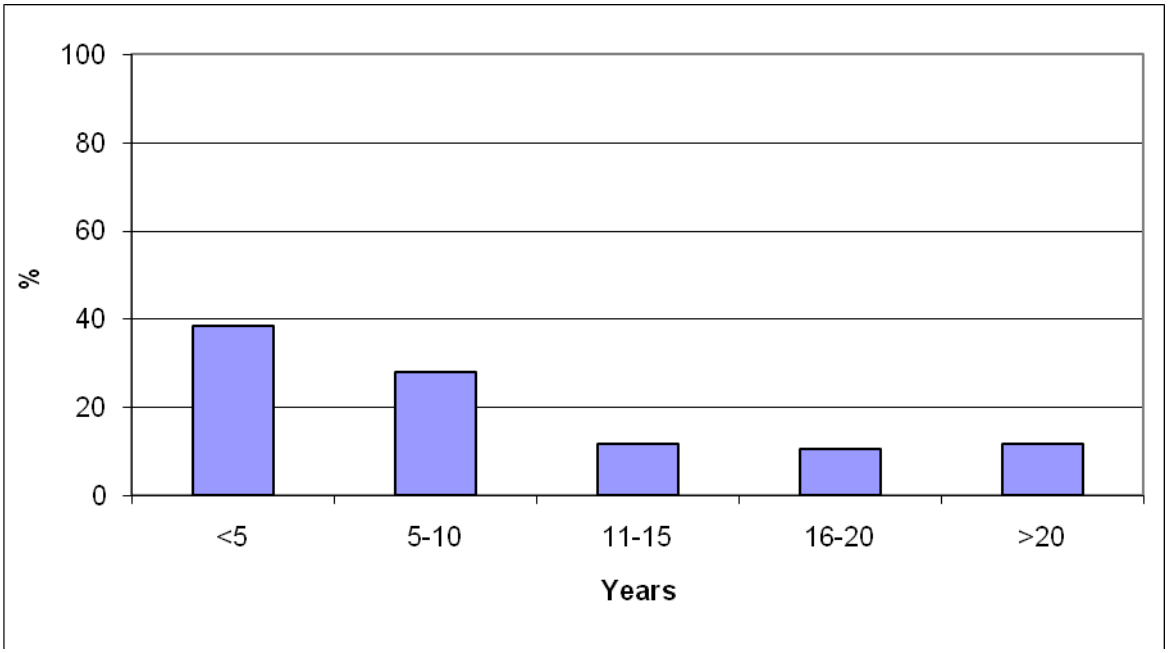


Figure 4.5 Number of year as operational supervisor

The results of this study revealed that the majority 33(38%) of the participants had less than five years experience as the operational supervisors. About 24(29%) of the employees had 5-10 years experience, and only 10(12%) had more than twenty years experience as the operational supervisors (Figure 4.5).

4.2 KNOWLEDGE OF SUPERVISORS WITH REGARD TO IMPLEMENTATION OF PERFORMANCE MANAGEMENT SYSTEM

Knowledge of supervisors with regard to implementation of performance management system is listed in Table 4.1.

Table 4.1: Employees knowledge regarding PMS implementation

	No	%
PMS is a subsystem of human resource management	78	94
Know PMS policy in an institution	68	77
Have undergone PMS training	70	80
Set PMA objectives with employee based on organization business plan	69	78
Developed standard against which employee will be assessed	78	90
Sign memorandum of understanding with employees	88	100
Review employee performance quarterly	85	97
Employees given opportunity to make comments on result of their performance	85	96
Use performance review to identify employee skill gaps	84	95
Provide counselling to underperfoming employees	68	81
Give employee a chance to undergo training to improve their skills	72	83
Do annual evaluation in time as required	68	78
Agree with employee on time/venue to meet for reviews	77	90
Agree with the employee with the procedure of evaluation	76	86

Table 4.1 above illustrates operational supervisor's knowledge regarding the implementation of performance management system. It is encouraging to note that 94% said performance management system is a sub-system of human resource management. Seventy seven percent know the performance management system policy of their institution. Eighty percent reported that they have undergone performance management system training.

About 78% indicated that they set objectives together with the employee on performance management based on the business plan of the organization. Seventy eight percent reported that they develop standards against which employees will be assessed. All operational management mention that they sign memorandum of understanding with the employees at the beginning of the financial year as stated on the guidelines.

The study results revealed that 97% of the supervisor's review employee performance quarterly and employees are given opportunity to make comments on

the results of their performance. Eighty four percent use performance review to identify employee skill gaps. Less than seventy percent of the supervisor's provide counselling to underperforming employees. Seventy two percent of the supervisor's give employees a chance to undergo training to improve their skills. Less than seventy percent do annual evaluation in time as required. Seventy seven percent indicated that they agree with employee on the time and venue to meet for reviews. About 76% agree with the employees with the procedure of evaluation.

Table 4.2 shows relationship between the supervisors experience and their knowledge regarding performance management system. The results shows no significance difference observed with regard to performance management system is subsystem of human resource management (p=0.62), know the performance management system policy in your institution (p=0.62), have you undergone performance management system training (p=0.55), set objectives with employee based on organization business plan (p=0.85), developed standard against which employee will be assessed (p=0.91).

A statistical significance difference was observed with regard to supervisors review employee performance quarterly (p=0.04). All operational supervisors with experience of less than ten years review employee's performance quarterly compare to 26 (90%) of the supervisors with 10 or more years of experience. Statistical significance difference was also observed with regard to supervisors agree with employee on time/venue to meet for review (p=0.03). Both supervisors with less than five years of experience 31 (97%) and more than 10 years experience. Twenty six (93%) agree with employee on time/venue to meet for review, as compared to 18(75%) with 5 - 10 years experience.

Table 4.2 Association between supervisor experience and their knowledge

Years of experience as supervisor		<5 yrs	5-10 yrs	>10 yrs	p-value
		No(%)	No(%)	No(%)	
PMS is subsystem of human resource management	Yes	27(90%)	23(96%)	26(96%)	0.62
	No	3(10%)	1(4%)	1(4%)	
Know PMS policy in your institution	Yes	24(73%)	18(75%)	24(83%)	0.62
	No	9(27%)	6(25%)	5(17%)	
Have undergone PMS training	Yes	26(79%)	21(88%)	22(76%)	0.55
	No	7(21%)	3(12%)	7(24%)	
Set PMA objectives with employee based on organization	Yes	27(82%)	18(75%)	22(76%)	0.85
	No	6(18%)	6(25%)	7(24%)	
Developed standard against which employee will be assessed	Yes	30(91%)	21(88%)	25(89%)	0.91
	No	3(9%)	3(12%)	3(11%)	
Sign memorandum of understanding with employees	Yes	33(100%)	24(100%)	29(100%)	-
	No	0(0%)	0(0%)	0(0%)	
Review employee performance quarterly	Yes	33(100%)	24(100%)	26(90%)	0.04
	No	0(0%)	0(0%)	3(10%)	
Employee given opportunity to make comments	Yes	32(97%)	24(100%)	27(93%)	0.63
	No	1(3%)	0(0%)	2(7%)	
Use performance review to identify employee skill gaps	Yes	30(91%)	24(100%)	28(87%)	0.45
	No	3(9%)	0(0%)	1(3%)	
Provide counseling to underperforming employees	Yes	26(78%)	19(86%)	21(78%)	0.78
	No	7(22%)	3(14%)	6(22%)	
Give employee a chance to undergo training to improve their skills	Yes	29(88%)	18(75%)	23(82%)	0.46
	No	4(12%)	6(25%)	5(18%)	
Do annual evaluation in time as required	Yes	26(79%)	18(75%)	22(79%)	0.95
	No	7(21%)	6(25%)	6(21%)	
Agree with employee on time/venue to meet for reviews	Yes	31(97%)	18(75%)	26(93%)	0.03
	No	1(3%)	6(25%)	2(7%)	
Agree with the employee with the procedure of evaluation	Yes	27(82%)	19(79%)	28(97%)	0.10
	No	6(18%)	5(21%)	1(3%)	

4.3 ATTITUDES OF SUPERVISORS TOWARDS PERFORMANCE MANAGEMENT SYSTEM

About 76% of the supervisor's reported that management supports implementation of performance management system. Fifty six percent said performance management system is easy to implement and 63% said the implementation guidelines of the performance management system are clear and easy to follow.

Eighty percent of the supervisor's believe that training of employees improves their performance. About 76% said performance management system makes supervision on employees easy. Less than 30% reported that performance management system derails one from doing important work (Table 4.3).

Table 4.3 Supervisor's attitude toward performance management system

	No	%
Management support implementation of PMS	67	76
PMS is easy to implement	48	56
Implementation guideline of PMS are clear and easy to follow	55	63
Training of employees improves their performance	70	80
PMS makes supervision of employees easy	67	76
PMS derails one from doing important work	24	27

Table 4.4 shows the association between the operational supervisors experience and their knowledge. The findings indicated no statistical significance difference between supervisors experience and management support implementation of performance management system (p=0.86), implementation guidelines for performance management system are clear and easy to follow (p=0.09), training of employees improves their performance (p=0.71), performance management system makes supervision of employees easy (p=0.95), and implementation of guideline of performance management system are clear and easy to follow.

A significant difference was observed with regard to performance management system derails one from doing important work (p=0.01). About 12 (50%) of operational supervisors with five to ten years experience believe that performance management system derails one from doing important work compare to 3(10%) and 8 (28%) of the supervisors with less than five and more than ten years experience, respectively.

Table 4.4 Association between supervisor experience and their Attitude

Years of experience as supervisor		<5 yrs	5-10 yrs	>10 yrs	
		No (%)	No (%)	No (%)	
Management support implementation of PMS	Agree	26(79%)	18(75%)	21(72%)	0.86
	Disagree	7(21%)	6(25%)	8(28%)	
PMS is easy to implement	Agree	21(64%)	15(63%)	10(37%)	0.09
	Disagree	12(36%)	9(37%)	17(63%)	
Implementation guideline of PMS are clear and easy to follow	Agree	18(55%)	17(71%)	18(64%)	0.46
	Disagree	15(45%)	7(29%)	10(36%)	
Training of employees improves their performance	Agree	26(79%)	18(75%)	24(83%)	0.71
	Disagree	7(21%)	6(25%)	5(17%)	
PMS makes supervision of employees easy	Agree	24(73%)	19(79%)	22(76%)	0.95
	Disagree	9(27%)	5(21%)	7(24%)	
PMS derails one from doing important work	Agree	3(10%)	12(50%)	8(28%)	0.01
	Disagree	29(90%)	12(50%)	21(72%)	

4.4 SUPERVISOR'S PERCEPTIONS REGARDING THEIR ABILITY TO IMPLEMENT PERFORMANCE MANAGEMENT SYSTEM

4.4.1 Supervisor's perception regarding implementation of performance management system

Table 4.5 shows supervisor's perception with regard to the implementation of performance management system. About 91% said they understand the mission of the organization and 87% reported that they able to align employees objectives with that of the organization. Eighty three percent of the supervisor's said they are able to set performance standards for the employees. About 82% indicated that they are confident in implementation of the performance management system. Less than seventy percent said they enter into performance agreement with the employee in time at the beginning of the financial year.

Table 4.5 Supervisor's perception regarding implementation of performance management system

	No	%
Understand mission of organization	80	91
Align employees objectives with (organization)	76	87
Set performance standards for the employees	73	83
Confident in implementation of PMS	74	82
Enter into the performance agreement with the employee	65	76
Provide resource to employees	68	78
Give feedback to employees to help improve their performance	73	85
Treat evaluation of employees with respect and sensitivity	81	94
I evaluate what I have witness being done by the employee	79	93
During evaluation tracking source in a form of records are required	76	89
Give employees opportunity (comments on the results of their performance)	80	92
Plan for the training/development of employees according to the gaps identified	60	68
Give employees' performance a priority	74	85
Employees trust/respect supervisor on implementation of PMS	74	85

The study findings indicated that 78% of the supervisor's provide necessary resources to employees to perform as required. Eighty five percent said they give feedback to employees to help improve their performance and 94% said they treat evaluation of employees with respect and sensitivity. More than ninety percent said they evaluate what they witness being done by the employee.

About 89% said during evaluation tracking source in a form of records are required. Ninety two percent indicated that they give employees opportunity to make comments on the results of their performance. Less than 70% said they are able to plan for training and development of employees according to the gaps identified. About 85% of the supervisor's said improvement of employee's performance is a priority to them and reported that employees trust and respect them on the implementation of performance management system.

4.4.2 Supervisor's working experience and perceptions regarding implementation of performance management system

The association between the operational supervisors' working experience and perception regarding implementation of performance management system is shown in Table 4.6. The results of this study indicated no statistical significance difference was observed with all questions relating to perception ($p>0.05$).

Table 4.6 Association between supervisors experience and their perceptions

Years of experience		<5 yrs	5-10 yrs	>10 yrs	p-value
		No(%)	No(%)	No(%)	
Understand mission of organization	Agree	27(82%)	24(100%)	27(93%)	0.07
	Disagree	6(28%)	0(0%)	2(7%)	
Align employees objectives with organization	Agree	26(79%)	21(88%)	27(96%)	0.12
	Disagree	7(21%)	3(12%)	1(4%)	
Set performance standards for the employee	Agree	26(79%)	19(79%)	26(90%)	0.46
	Disagree	7(21%)	5(21%)	3(10%)	
Confident in implementation of PMS	Agree	26(87%)	21(88%)	25(93%)	0.75
	Disagree	4(13%)	3(12%)	2(7%)	
Enter into performance agreement with employees	Agree	22(69%)	19(79%)	22(78%)	0.69
	Disagree	10(31%)	5(21%)	6(21%)	
Provide resource to employee	Agree	27(82%)	16(67%)	23(82%)	0.31
	Disagree	6(18%)	8(33%)	5(18%)	
Give feedback to employee to help improve their performance	Agree	30(91%)	19(79%)	22(82%)	0.41
	Disagree	3(9%)	5(21%)	5(19%)	
Treat evaluation of employees with respect & sensitivity	Agree	30(91%)	22(96%)	27(96%)	0.73
	Disagree	3(9%)	1(4%)	1(4%)	
I evaluate what I've witness being done by the employee	Agree	32(97%)	23(96%)	22(85%)	0.24
	Disagree	1(3%)	1(4%)	4(15%)	
During evaluation tracking source in a form of records are required	Agree	31(97%)	21(88%)	22(82%)	0.14
	Disagree	1(3%)	3(12%)	5(19%)	
Given employees opportunity (comment on the results of their performance)	Agree	29(88%)	23(96%)	26(93%)	0.62
	Disagree	4(12%)	1(4%)	2(7%)	
Plan for the training of employees according to gaps identified	Agree	21(64%)	16(67%)	21(75%)	0.64
	Disagree	12(36%)	8(33%)	7(25%)	
Give employees performance priority	Agree	26(78%)	22(92%)	24(86%)	0.45
	Disagree	7(21%)	2(8%)	4914%)	
Employees trust/respect supervisor on implementation of PMS	Agree	28(85%)	21(88%)	24(86%)	1.00
	Disagree	5(15%)	3(12%)	4(14%)	

4.4.3 Supervisors' perceptions towards performance management system in their own words

About 38% of the participants had a problem with performance management tool used, followed by 26% who believe that performance management system improves employee performance, and only 8% had nothing to say. Some of the healthcare workers said performance management system is linked with money (6%) is causing friction (6%), and it is difficult to understand (6%) (Figure 4.6).

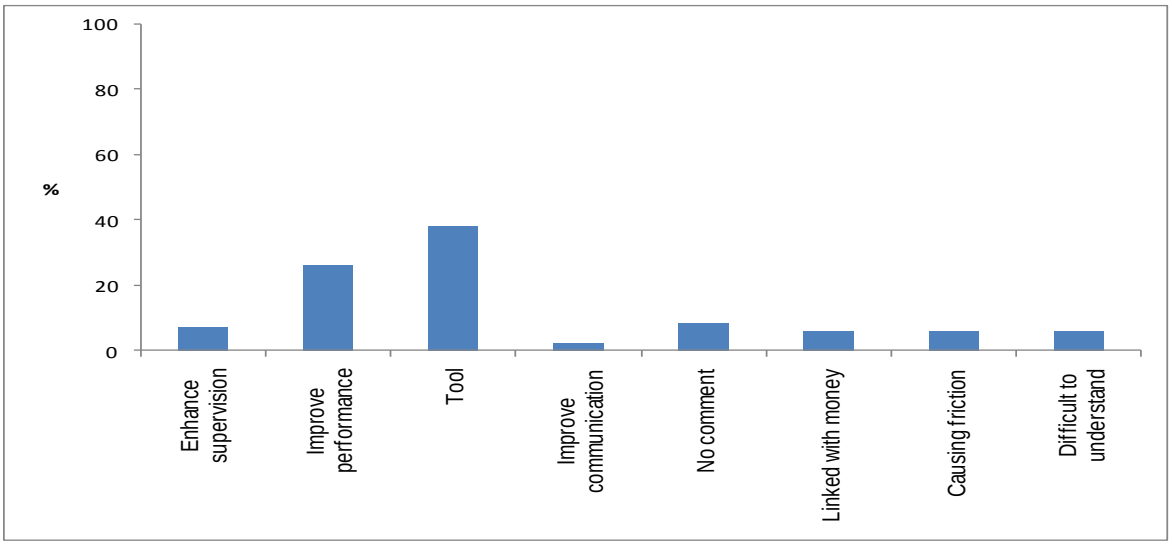


Figure 4.6 Bar graphs illustrating how supervisors perceive performance management system

4.4.4 Supervisors own experience and understanding, of the purpose of performance management system

The participants were asked to explain the purpose of the performance management system. 25% said that performance management system improve performance, 23% said it identify gaps and capacitate the state, 21% said PMS is a tool used to monitor and evaluate performance and only 15% said PMS improve service delivery (Figure 4.7).

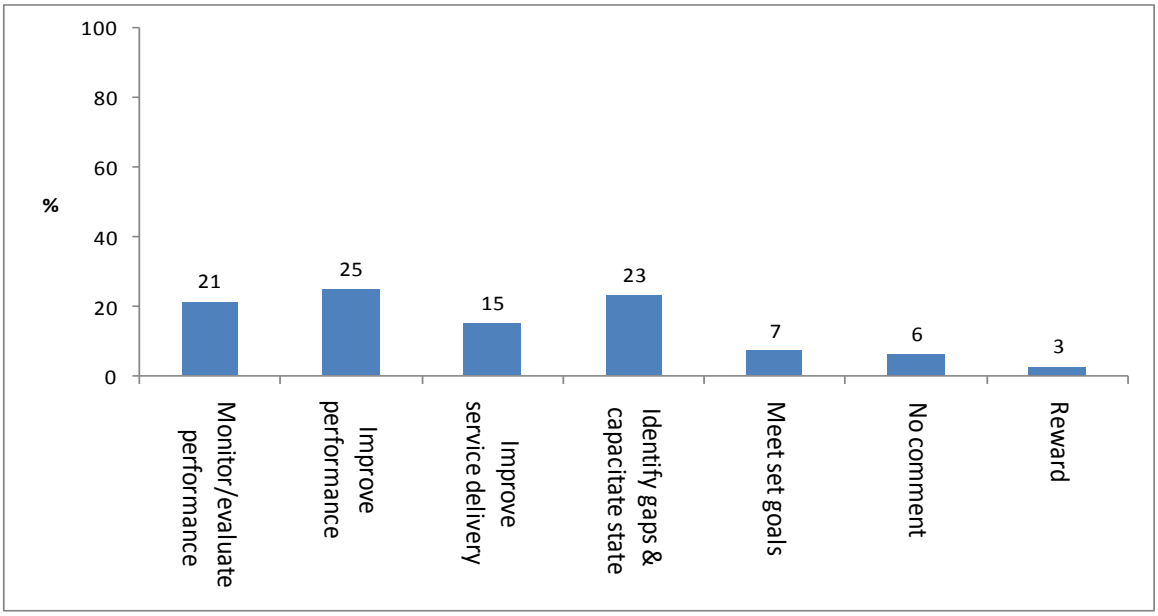


Figure 4.7 Bar graph illustrating the experience & understanding of the purpose performance management system

4.4.5 Understanding of the role and responsibilities of supervisor in the implementation of performance management system

Table 4.7 shows the relationship between the supervisors experience and understanding of their role and responsibilities in the implementation of PMS.
The results show no significance difference observed with regard to understanding of role and responsibilities (p=0.45).

Table 4.7 Understanding of the role and responsibilities of supervisor in the implementation of performance management system

Understanding role and responsibilities of supervisor on PMS	<5 years experience	5- 10 years experience	>10years experience	p-value
Yes	30(91%)	24(100%)	28(87%)	0.45
No	3(9%)	0	1(3%)	

4.4.6 Self explanation of role/responsibilities in the implementation of performance management system

The supervisors were asked to explain their role and responsibilities in the implementation of the performance management system. Ninety three percent supervisors said that they understand their role and responsibilities in the implementation of performance management system.

Thirty two percent of the supervisors said their role and responsibilities are to monitor and evaluate employee performance, 37% said to identify skill gaps and send employees for training, 23% said improvement of employees' performance (Figure 4.8).

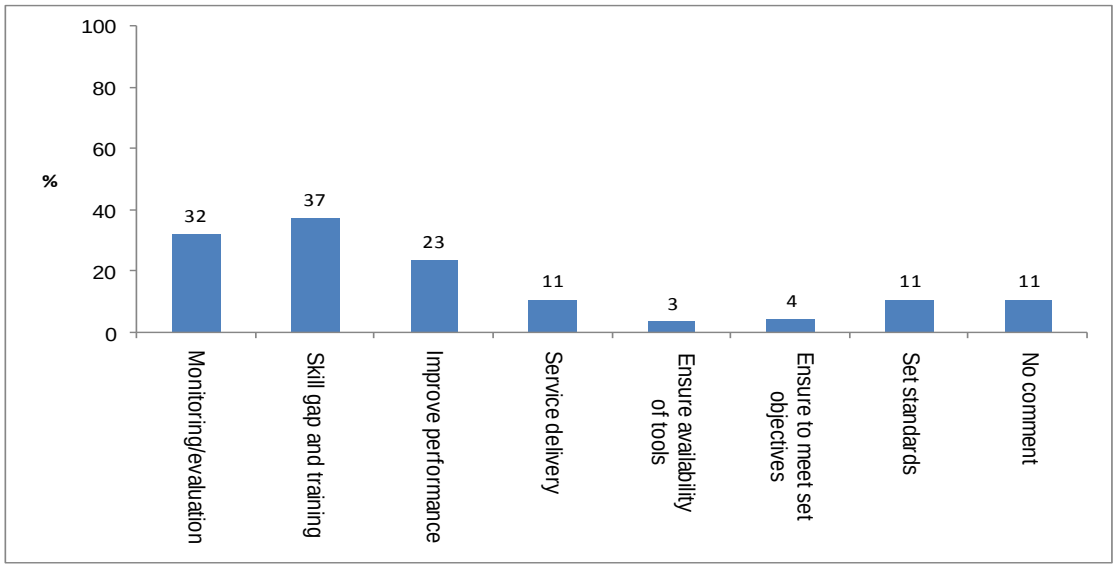


Figure 4.8 Understanding their role/responsibilities in the implementation of performance management system

CHAPTER 5
DISCUSSION

This chapter seeks to discuss the key results of this study with reference to the literature review presented in the Chapter 1 of this research report.

5.1 DEMOGRAPHIC CHARACTERISTICS

Eighty eight percent of operational supervisors participated in this study, which gives a response rate of 54%. The majority of these supervisors were in the age group 30-39 years, being female, with diploma, stationed in the support service, and with less than five years experience as supervisor.

5.2 SUPERVISOR'S KNOWLEDGE REGARDING IMPLEMENTATION OF PERFORMANCE MANAGEMENT SYSTEM

For all three categories of supervisors, there is positive association between knowledge and years of experience in almost all questionnaires, except for two significance difference observed, which will be discussed later. These positive associations between knowledge and years of experience is supported by Longenecker, Liverpool and Khathyn, (1988) who stated that effective implementation of performance management system requires knowledge and skills of appraiser/ supervisor about the performance management system used in their own organization (Fletcher, Baldry and Cunningham 1998; Wright and Cheung, 2007). Supervisors should be knowledgeable about the administrative procedure such as use of forms, meeting deadlines in reviews, evaluations and submissions to the Human Resource Management (Fletcher, Baldry and Cunningham 1998).
The appraiser/supervisor should also have the following qualities:

- Ability to observe behaviour and performance of employee.
- Be knowledgeable about the dimensions and features of performance
- Understand the rating system

- Effective implementation of performance management system requires knowledge and skills of appraiser/ supervisor about the performance management system used in their own organization (Fletcher, Baldry and Cunningham 1998; Wright and Cheung, 2007)

General perception would be that supervisors with more years of experience would find it easier to implement performance management system as compared to managers with less experience. In the study, all supervisors with less than ten years of experience stated that they review employee's performance quarterly, as compared to 90% of employees with more than 10-years of experience. The findings are supported by the study conducted by Goodhew, Camammock, Robert and Hamilton, (2008) who found that experienced managers were unable to implement performance management system due to lack of knowledge. (Van Heerden and Roodt 2007) also supported these finding by saying that there was no consistency in the management of poor performers by experienced manager.

In Limpopo Province performance management system is not yet ten years old, maybe the induction or introduction of the process was not effectively implemented and there was never an evaluation study done since its inception thereof. Hence supervisor with more that ten years of experience don't comply with the quarterly reviews.

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The above finding were also observed in the positive answering of almost all knowledge questionnaire on implementation of performance management system by all the supervisors in the study ,with only two statistical significance difference was observed on comparison of years of experience.

Managers with most experience would also have more tacit knowledge that would assist them to build their scripts for managing poor performance as compared to managers with less experience (Goodhew, et al 2008). Tross and Maurer (2002) also found that supervisors with more experience would provide more accurate ratings. The logic behind this explanation is that the more experienced supervisors are better knowledgeable of their' job as a result of more time spent supervising the

employees, and thus are better skilled to judge the subordinates' job performance. However this was the direct opposite to the findings in the study whereby all operational supervisors with experience of less than ten years review employee's performance quarterly compare to 26 (90%) of the supervisors with 10 or more years of experience. This might be due to lack of training and continuous professional development of managers to make them aware of latest regulations and procedures.

It is the responsibility of each manager to make decisions that are fair, honest, impartial and consistent when dealing with employees (Robert and Robert 1989). The use of diaries as the means to gather performance information than mere observation is regarded as fair referral source during the performance evaluation (Greenburg, 1991). In these study almost all supervisors evaluate what they have witness being done by the employee

The opposite of the above was also found in the study, showing that both supervisors with less than five years of experience and more than 10 years experience don't agree with employee on time/venue for review. The supervisor can be charged for procedural unfairness if the employee complains, as it is stated in the policy guideline of the Department. This is further supported (Robert and Robert 1989) as they equate this behaviour as non compliance to procedural justice.
Greenberg (1999) also conquers with the above by saying when the supervisor rates the employee poor without giving explanation, the employee may regard this as unfair practice by the supervisor. These may create conflict, as the employee may feel victimized

5.3 SUPERVISOR'S ATTITUDE TOWARDS PERFORMANCE MANAGEMENT SYSTEM

Half of the supervisors with 5-10 years experience said performance management system derailed one from doing important work. This negative attitude is associated with poor planning by managers in the implementation of performance management system by (Kumar 1999). This may result in potential conflicts between supervisor and employee.

It is also encouraging to note that more than 70% of the supervisors believed that management supported the implementation of the performance management system, and 60% reported that performance management system made supervision of employees easy. These indicate that performance management system is taken seriously by the supervisors. These is supported by (Brand and Pretoruis, 2003) who said that performance management system is an integral part of the greater human resource management system and it has a definite effect on other processes within the organisation.

For an institution to grow and meet the needs of consumers, it needs to invest by developing people on identified gaps in knowledge, skills and competencies and changing managers' attitudes towards employee development (Porter, 2004). These concur with findings that 80% of supervisors' belief that training of employees improves their performance.

5.4 SUPERVISORS' PERCEPTIONS REGARDING ABILITY TO IMPLEMENT PERFORMANCE MANAGEMENTS SYSTEM

With respect to the results obtained that 70% of supervisors' plan for the employee training. Given that a hospital is an institution that deals directly with human life, the 30% that does not plan for employee training is a big number as one cannot compromise quality of care. It opposes one of the objectives of performance management system in Limpopo Province namely to maximise performance, in order to achieve desired results.

In support of the above, Potosky and Ramakrishna (2002) said that lack of knowledge by managers/supervisors has a negative impact on the implementation of the performance management system, and will further produce poor outcomes on the set objectives of the institution

5.5 SUPERVISORS' UNDERSTANDING OF THEIR ROLES AND RESPONSIBILITIES IN THE IMPLEMENTATION OF PERFORMANCE MANAGEMET SYSTEM

More than 90% stated that they understand their role and responsibilities on implementation of performance management system. It is encouraging to note that setting of standards, gap identification and training of employees were mentioned by all supervisors although they did not mention the goals of the employee and the organisation that have to be satisfied. This indicates that there was general understanding and acceptance of performance management system within the Mopani District hospitals.

CHAPTER 6
CONCLUSION AND RECOMMENDATIONS

6.1 CONCLUSION

The purpose of this study was to determine the knowledge and attitudes of operational supervisors on implementation of the performance management system at Mopani district hospitals in Limpopo Province.

The overall response rate of this study was 54%. All supervisors from the support services selected for the study participated. About 34% healthcare workers participated in the study.

6.1.1 Determination of the knowledge of operational supervisors on their roles and responsibilities with regard to implementation of performance management system

Association between experience and knowledge showed that supervisors with less that ten years experiences have more knowledge on performance management system compared to supervisors with more that ten years experience. The study also found the review process is not appropriately done by supervisors. The understanding that performance management system is an integral part of Human Resource Management needs to be emphasised to the supervisors so that the Hospital management can have a satisfied workforce that will be able to deliver quality of care.

6.1.2 Assessment of the attitude of operational supervisors towards performance management system

The majority of supervisors said that the guideline for implementation of performance management system is clear and easy to implement.

6.1.3 Determination of operational supervisors' perceptions regarding their ability to implement performance management system

No statistical significant difference between supervisor's years of experience and perception regarding ability to implement performance management system.

6.1.4 Understanding of the role and responsibilities of supervisor in the implementation of performance management system

All supervisors did not mention that the goals of both the organization and the employees are to be satisfied in the implementation of performance management system as one of their responsibilities as supervisors of which it is emphasized on the performance management system policy of the Limpopo Government . It contradicts the positive answer, they gave on their perceptions regarding their ability to implement Performance Management System, which scored 80%. These findings justify this study of determining knowledge and attitudes of operational supervisors, towards performance management system and perceptions regarding their ability to implement the system at the District hospitals in 2010

6.2 LIMITATIONS OF THE STUDY

The small number of respondents from healthcare workers made it difficult to generalize the results to all operational supervisors in the Province. Another limitation of this study was that some questions were not answered;

6.3 RECOMMENDATIONS

The finding of this study has lead to the following recommendations being made:

6.3.1 Recommendations to ensure continuous monitoring of performance

- The provision of regular in-service training on implementation of performance management system with special attention being given to

operational supervisors, to assist in adherence to some form of quality control. Emphasis on training should be given on the role and responsibilities of the supervisor, also paying special attention to empowering the supervisor on coaching and mentoring skills, so that they can provide employees proper guidance and support in order to deliver quality of care at all times.

- Monitoring and evaluation to be a Key Performance Area of managers and supervisors in order to improve quality of service rendered. This will ensure accountability by manager and supervisors.

6.3.2 Setting up of a task team to conduct regular audits on the implementation of performance management system in all departmental institutions to ensure that quality service delivery is provided to communities.

6.3.3 Future studies

- A study involving face-to-face interview and focus group discussions with healthcare workers would probably provide more insight into this subject.
- A follow-up study should be done on employee's to determine their perceptions with regards to the ability of supervisors on the implementation of performance management system. This will assist in comparison of the perceptions of the supervisor and that of the supervisee with regard to performance management system. This will assist the department in the improvement of performance management system.

6.4 SUMMARY

In general supervisors have an average understanding of performance management system. However a support system is required to ensure compliance and enhance confidence to the supervisors so that quality care can be rendered.

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APPENDICES

APPENDIX A: ETHICS CLEARANCE CERTIFICATE

UNIVERSITY OF THE WITWATERSRAND, JOHANNESBURG
Division of the Deputy Registrar (Research)

HUMAN RESEARCH ETHICS COMMITTEE (MEDICAL)
R14/49 Ms Beauty Maluleke

CLEARANCE CERTIFICATE	**M090954**
PROJECT	Knowledge and Attitudes of Operational Supervisors on the Performance Management System at District Hospitals in Limpopo Province
INVESTIGATORS	Ms Beauty Maluleke.
DEPARTMENT	School of Public School
DATE CONSIDERED	2009/10/02
DECISION OF THE COMMITTEE*	Approved unconditionally

Unless otherwise specified this ethical clearance is valid for 5 years and may be renewed upon application.

DATE 2010/01/27 **CHAIRPERSON** .....
(Professor PE Cleaton-Jones)

*Guidelines for written 'informed consent' attached where applicable
cc: Supervisor : Prof S Pillay

DECLARATION OF INVESTIGATOR(S)

To be completed in duplicate and **ONE COPY** returned to the Secretary at Room 10004, 10th Floor, Senate House, University.
I/We fully understand the conditions under which I am/we are authorized to carry out the abovementioned research and I/we guarantee to ensure compliance with these conditions. Should any departure to be contemplated from the research procedure as approved I/we undertake to resubmit the protocol to the Committee. **I agree to a completion of a yearly progress report.**

PLEASE QUOTE THE PROTOCOL NUMBER IN ALL ENQUIRIES...

APPENDIX B: LETTER OF PERMISSION FROM LIMPOPO DEPARTMENT OF HEALTH AND SOCIAL DEVELOPMENT

LIMPOPO
PROVINCIAL GOVERNMENT
REPUBLIC OF SOUTH AFRICA

DEPARTMENT OF HEALTH AND SOCIAL DEVELOPMENT

Enquiries: Ramalivhana NJ/Malomane EL

Ref: 4/2/2

26 March, 2010
Ms Beauty Maluleke
WITS
Johannesburg
South Africa

Dear Ms Beauty Maluleke

"Knowledge and attitudes of operational supervisors on the performance management system at district Hospitals in Limpopo Province"

Permission is hereby granted to Ms Beauty Maluleke to conduct a study as mentioned above in Limpopo Province, South Africa

- The Department of Health and Social Development will expect a copy of the completed research for its own resource centre after completion of the study.
- The researcher is expected to avoid disrupting services in the course of his study
- The research results must be used only for the purpose of the study
- The Researcher/s should be prepared to assist in interpretation and implementation of the recommendations where possible
- The Institution management where the study is being conducted should be made aware of this,
- A copy of the permission letter can be forwarded to Management of the Institutions concerned

HEAD OF DEPARTMENT
HEALTH AND SOCIAL DEVELOPMENT
LIMPOPO PROVINCE

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APPENDIX C: INFORMATION SHEET

Good Day,

My name is Beauty Maluleke; Chief Executive Officer at Evuxakeni Hospital.
A part time student at the School of Public Health, University of Witwatersrand, and as partial fulfilment of the requirements towards the Master of Public Health Degree, I am undertaking a study to determine knowledge and attitudes of operational supervisors, towards the performance management system and perceptions regarding their ability to implement the system.

Why am I doing this?

Despite the inductions and continuous workshops held with employees, poor implementation of the performance management system by operational supervisors prevails. This is evident through the delay in submission of signed employment contract at the beginning of the year as well as the late submission of quarterly reviews and annual evaluations reports.

This is also affirmed by relevant literature revealing that poor management of performance is still found among experienced managers. Employees' perception is that managers/supervisors lack proper understanding with regard to implementation of performance management system, due to lack of training and use of predefined ratings.

This study will help to determine the reason for poor compliance in implementation of the performance management system. Accordingly, improvement strategies could be derived from the findings.

What is expected of the participants?

You are invited to complete a self-administered questionnaire. The first section will deal with your demographic information. Section B deals with your knowledge, attitudes and perception in your ability to implement performance management system.

Are there benefits to the participants?

By answering the questionnaires, you are accorded an opportunity to express the difficulties you experience in the Implementation process of performance management. This will assist the employer to improve the implementation process for the benefit of the organization and the community at large.

May I withdraw from the study?

Participation in the study is voluntary. You may decline to participate at any stage in the study. You will not be discriminated in any way by not participating. Your response will remain anonymous

What about confidentiality

The assistants are there to clarify where you experience difficulty, but not to give answers. They will not have access to your answers. After completing the questionnaire put them into the envelope provided and seal it, then deposit the envelope into the sealed box at the entrance gate. Even if you have not completed the questionnaire deposit it on the box for statistical purposes.

Anonymity and confidentiality will be maintained at all time. No names will be required at any stage during the research. The study number will not be linked back to your institution for comparison purposes. The results will be presented in a group format so that no individual can be identified and they will be made available to you on request after the study.

For any queries, contact me at 0826600602/015 8121138. For any complaints or information regarding your rights as a participant, you may contact Ms Anisa Keshav, the secretary to the University of the Witwatersrand Human Research Ethics Committee on (011) 717 1234 or fax 011 717 1265.

Thank you

If you are willing to participate, please complete the attached consent form together with the questionnaire and place in a sealed envelope provided to you. Thereafter, place the sealed envelope in the box in the designated area. The researcher will collect the questionnaire within a week.

Thank you

Mrs B Maluleke

Consent Form

I hereby consent /do not consent to participate in the above mentioned study.

Thank you

_____ ____

APPENDIX D: QUESTIONNAIRES

SECTION A: PERSONAL INFORMATION

Please answer each of the following questions. Read all answers first and choose the appropriate answer box by circling only one number for each question.

1. Could you please tell us your age category

20 -29year	1
30- 39 years	2
40- 49 years	3
50 -59 years	4
60 – 65 years	5

2. What is your gender?

Female	1
Male	2

3. What is your highest qualification?

Matric	1
Diploma	2
Degree	3

4. In which section are you employed?

Health Professional	1
Support services	2

5. How many years have you been an operational supervisor?

3 -5 years	1
5 -10 years	2
11 - 15 years	3
16 – 20	4
20 and above	5

SECTION B:

6. Knowledge /skill

Please answer the following questions by marking with a cross on one box only.

6.1 Performance management system is a sub system of Human Resource Management.

Yes	
No	

6.2 Do you know the performance management system policy in your Institution?

Yes	
No	

6.3 As a supervisor have you undergone training/induction on performance management system?

Yes	
No	

6.4 If yes how was the training?

Poor	0
Average	1
Good	2
Excellent	3

6.5 Do you set objectives together with the employee on performance management based on the Business plan of the Organisation?

Yes	
No	

6.6. Do you develop standards against which the employees will be assessed?

Yes	
No	

6.7. Do you sign the memorandum of understanding with the employees at the beginning of the financial year as stated on the guidelines?

Yes	
No	

6. 8 If you answered 'no' above, what is the reason? Please explain.

6.9. During the course of the year, do you monitor, coach and guide the employees on their performance?

Yes	
No	

6.10. As the supervisor do you review the employees' performance quarterly?

Yes	
No	

6.11. During the quarterly reviews are employees given opportunity to make comments on the results of their performance?

Yes	
No	

6.12. Do you use the performance reviews to identify skills gap and developmental needs of the employees?

Yes	
No	

6.13. Do you provide counseling to underperforming employees?

Yes	
No	

6.14. Do you give employees an opportunity to undergo training and or developmental program in order to improve their identified skills gap?

Yes	
No	

6.15. Do you do annual evaluations in time as required?

Yes	
No	

6.16 Do you agree with the employee on the time and venue to meet for quarterly reviews and annual evaluations?

Yes	
No	

6.17. Do you as the supervisor and the employee first do the performance ratings separately and thereafter meet to discuss them and come to an agreement on the final score?

Yes	
No	

7 Attitude

Please indicate your response to each statement below regarding your attitude towards implementation of performance management system.

Strongly disagree	1
Disagree	2
Agree	3
Strongly agree	4

	Statement	1	2	3	4
7. 1	Executive management is supportive towards the implementation of performance management system				
7.2	Performance management system is easy to implement				
7.3	Implementation guidelines of performance management system are clear and easy to follow				
7.4	Training of employee improves their performance.				
7.5	Performance management system makes supervision of employees easy				
7.6	Performance management system derails one from doing important work				

8. Attitudes continued

Please complete the questions below in your own words

8.1. How do you perceive performance management system?

8.2 From your own experience and understanding, what is the purpose of performance management system?

8.3. As a supervisor do you understand your role and responsibilities in the implementation of performance management system?

Yes	
No	

If yes, please explain what these roles are

8.4. How important is it to you to improve performance of employees?

Not at all important	1
Some what important	2
Very important	3
Extremely important	4

9. Perceptions

Please indicate your response to each of the following statements regarding your perception in your ability to implement performance management system.

Strongly disagree	1
Disagree	2
Agree	3
Strongly agree	4

	Statement	1	2	3	4
9.1	I fully understand the mission of the organization				
9.2	I am able to align the employees objectives with that of the organization				
9.3	I am able to set performance standards for the employees				
9.4	I am confident in implementation of performance management system				
9.5	I enter into the performance agreement with the employee in time at the beginning of the financial year				
9.6	I provide the employees with necessary resource for them to be able to perform as required				
9.7	Constructive, regular and timely feedback is given to employees to help improve their performance				
9.8	I treat evaluation of employees with respect and sensitivity				
9.9	I evaluate what I have witness being done by the employee				
9.10	During evaluation tracking source in a form of records are required				
9.11	I give employees opportunity to make comments on the results of their performance				
9.12	I am able to plan for the training and development of employees according to the gaps identified				
9.13	Improvement of employees' performance is given a priority by me as a supervisor				
9.14	Employees trust and respect you as the supervisor on implementation of performance management system				

Thank you very much for participating.