

AN INVESTIGATION OF STAFF PERFORMANCE AND PRODUCTIVITY IN THE DEPARTMENT OF HOME AFFAIRS IN SOUTH AFRICA

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Abstract: *This article seeks to analyse the barriers to employee performance and productivity at the Department of Home Affairs' Richards Bay branch. The mandate of the public sector is to offer effective and efficient public service delivery to the public, and service provision is guaranteed by the South African constitution. There has been a public uproar about low worker performance and productivity at the Department of Home Affairs. The government is currently employing a Performance Management System (PMS) to improve the performance and productivity of public personnel. This paper will look at the feasibility of the PMS in terms of increasing the productivity and performance of DHA employees. The challenges encountered in the implementation of the PMS will be analysed and possible strategies to counter these challenges will be proposed. This article contends that the PMS is ineffective in addressing South African public servant performance. The government must create new measures to effectively implement the PMS as the current standard tool to improve civil servant performance and productivity. To fulfil the study's objectives, this paper used a qualitative technique, unstructured interviews were the data collection tool used and content analysis was used to analyse the data.*

Key words: *Employees, Government, Performance, Productivity, Service delivery*

Introduction

The Department of Home Affairs (DHA) is operating on a low qualification staff component undertaking routine low-level work seated at a counter. To build offices in every community based on this model is not viable, and poor and marginalised people often have to travel long distances to access the services. The current model hinders the productivity of employees and service delivery to a large extent (White paper on Home Affairs, 2019). During 2017/2018 financial year the Department of Home Affairs (DHA) missed the target for smart identity cards by 136000 smart cards not issued. The department is still not meeting targets on birth registrations. (Department of Home Affairs, Annual Report, 2017-2018). According to Mafini (2015) public official's performance has become a major issue in public institutions. This is caused by the fact that outcomes and successes of the organisations are determined by the performance of their human resources. The poor performance of public officials hinders service delivery of which is the mandate of governmental organisations such as Home Affairs to deliver best public services. Mafini (2015) further states that employee performance is made up of actions, behaviours and outcomes that each employee engages in to contribute towards achieving organisational goals. Mbili (2015) expound that public official's performance is crucial for effective and efficient service delivery to take place. The performance of the public servant in the Department of Home Affairs (DHA) has a major role in determining the success of the

department in achieving its objectives. The good performance by employees will lead to best service delivery while poor performance serves as a hindrance to the goal, mission and the image of the department. The performance of Home affairs officials is currently criticised by public and media, this is due to poor services delivery in the department. Phathela (2017) point out that the public institutions should have proper performance management systems in place in order to formally assess individual performance. When the performance of the public officials is assessed annually that could lead to good service delivery, because the poor performance will be identified and improved. Moreover, Miruka (2014) indicates that the failure of performance management system stems from lack of training about performance management systems in the public institutions. The public officials are not well trained about the whole process of the performance management system this hinders the implementation of performance management systems. Hence, this proposal seeks to investigate strategies to enhance staff performance and productivity in the Department of Home Affairs: Richards's Bay.

Drawing on a qualitative methodology, the aim of this study is to investigate the staff performance and productivity of employees in the department of Home Affairs in conjunction with the implementation of PMS. The study seeks to answer the following research questions:

Of what importance is a Performance Management System (PMS) to enhancing the staff performance in the Department of Home Affairs?

What strategies that can be used to improve provision of services in the department of home affairs?

Are the employees of the department motivated enough to carry their duties to their level best?

What methods can the Department of Home Affairs use to rewards outstanding performance of its staff?

The problem statement of this study is as follows: the performance of public servants in the Department of Home Affairs (DHA) has been openly criticized by the local communities being serviced and by the media; this is due to poor performance of the public servants which emanate from the inability of the department to implement the performance management systems effectively, this has hindered service delivery in the Department of Home Affairs (DHA). Mbili (2015) highlighted that if public officials are to deliver effective and efficient services, their performance should be managed, monitored and evaluated continually. The challenge in public sector including the department of Home Affairs (DHA) is that the employee's performance progress is neglected and PMS is just implemented just to comply with guidelines, not necessary to enhance the performance of the employees. In the public service including Home Affairs the supervisors lack skills to implement the performance management system; this hinders services delivery within the public service. According to Mathidza (2015) supervisors they lack skills on performance management and development systems; this has negative impact on the performance management process because the supervisors in the public sector are directly responsible to implement the whole. Moreover, Maimela (2015) points out that employees are not properly consulted before the performance management system is implemented; therefore, they find this system not serving its purpose well. The public servants in the public service, including Department of Home Affairs (DHA) are not well educated about the performance management process, as the result their participation in the process has no good impact on

their performance, because they lack faith in the whole process this hinders service delivery of which is the core function of the government. Woyessa (2015) found that the lack of trust between the employer and employee on the performance management process hinders the effectiveness of the performance management system. He also stated that employees have little knowledge about the purpose of the performance management system; this has negative impact on the performance and productivity of employees. Phathela (2017) stated that some employees in the public sector experience unfair treatment and biasness during performance assessment period, this directly affect their level of performance negatively. The backdrop and the literature provided above indicates that there is a challenge with effective staff performance in the Department of Home Affairs (DHA) which then led to poor productivity of staff. Hence, this research seeks to find strategies the Department of Home Affairs (DHA) can use to promote the performance and productivity of public servants focusing on the Department of Home Affairs: Richards Bay office and it will also be published for the benefits of the public.

Methodology

The qualitative method was used in this study because qualitative data produces primary data in the participants own written or spoken words based on their experience or perceptions. The main goal of this study is to learn more about the participants' experiences and perceptions of the DHA's PMS process to figure out what caused poor staff productivity and performance. This approach was also chosen since it allows for the collection of data through interviews. Purposive sampling necessitates that the researcher only approached those individuals who are likely to have relevant information and are willing to provide it. The DHA's Richards Bay branch employs a total of 30 people. To obtain data on all levels of the organization, this study purposefully interviewed three top managers, three supervisors, and ten junior staff at the DHA: Richards Bay branch. The data collected was analysed using content analysis, to effectively address the study research questions and objectives.

Theoretical frameworks

Goal Setting Theory

According to Locke and Latham (2006) when the employees discover that, they are underperforming and desired goals are not achieved, they typically become motivated to increase effort or change their strategy. It is the duty of supervisors in the Department of Home Affairs (DHA) to give performance feedback to their subordinates on quarterly basis; this motivates the employees to be more productive if they were underperforming because the supervisor together with the supervisee will seat together and come up with the strategy to enhance the performance of the supervisee, the strategy that is usually used in public service is the personal development plan , which is used to address any performance output shortfall in the work of the employee. Locke and Latham (2002) further states that accepting a goal is the first step in creating motivation that will affect performance. All employees in the public sector, including those in the Department of Home Affairs (DHA) must enter into and sign performance agreements before the end of the first quarter of the new cycle, this agreement has set goals or targets that employee must achieve, this process enhance performance because the employees are aware of what is

expected of them. (Department of Public Service, 2007) According Latham (2007) goal setting gives employees sense of purpose, challenge and meaning to duties perceived as exhausting tasks, goal setting also enhance task interest, pride in performance and heightened sense of personal effectiveness. He further stated that goal setting is the object or aim of an action, for example, to attain a specific standard of proficiency, usually within a specified time frame. Goals setting; if allowed to take effect it provides a sense of direction for management and employees, but they must be realistic and attainable. Employees will perform at their best level when goals are set at a motivating. The goals must be on high level enough to challenge employees, but not so high that it frustrates them Van der Merwe (2007). Smit (2003) point out that the organisational goals and objectives are the starting point of the management process and can drive the organisation to achieve its vision. When the employees in the Department of Home Affairs are aware of the organisational goals, this could inspire them to perform in a more satisfactory way, because this gives them a purpose and a form of direction. Schrager (2020) identified two main factors that influence the capability of an employee to commit to an objective: the outcome for the employee about his/her performance and the certainty that the objective is achievable. It is imperative for the management in the Department of Home Affairs (DHA) to recognise the employee performance and to provide resources that will make it easy for employees to believe that goals are achievable. Locke and Latham (2013) states that the individuals are goal driven and goals have the power to encourage, direct and organize employee's behavior. The employer must ensure that the goals of the organisation are clearly defined to the employees, hence the recognition of organisational goals by employees can have enhance the employee's performance. To Lunenburg (2011) the goal setting theory describes the link between performance and objectives. The Department of Home Affairs (DHA) must emphasize the imperative relationship between goals and performance, the organisational goals must be linked to the goals of the employees in a quest to enhance performance. Lunenburg (2011) further stated that the effective employee performance is mostly influenced by objectives that are clearly defined and challenging. The employees tend to perform at higher levels when the institution has set the specific high-performance goal that must be met. Goals inspire employees to develop tactics that will empower them to perform efficiently. The Department of Home Affairs (DHA) must ensure that every departmental employee has goals, hence goals will motivate employees to perform well. The goals that are not difficult to achieve tend to not bring the desired growths in performance. It is imperative for the organizations to set goals which are difficult in a quest to enhance performance. On the other hand, there is a limit to this effect. Even though the employees will work hard to reach challenging organisational goals, they will work towards achieving these goals only if they are within their capability. The employees tend to reject goals that are too difficult and unattainable, this hampers organisational performance. The Department of Home Affairs (DHA) must set the goals that are reasonable and attainable, this will inspire employees and enhance organisational performance. The crucial key to successful goal setting is to construct and reinforce workers' efficiency.

Expectancy theory

Underpinning the expectation theory of motivation is the assumption that individuals have certain expectations for the possible outcome of their actions. An

additional assumption is that individuals have different preferences for different consequences. Thus, individuals are viewed as thinking beings who can anticipate future events. Individuals will be motivated to high level achievement if they think that their attempts will be successful and if they believe that successful achievement will bring what they desire. These outcomes are divided intrinsic (results that are directly associated with task itself, such as salary and work conditions) and extrinsic outcomes (that is a salary and working conditions) (Griffin, 2005). Redmond (2009) establishes that the basic idea behind the theory is that people will be motivated because they believe that their decision will lead to their desired result. It is on this premise that the study plans to use expectancy theory and goal setting theory as important tools in that it explains how the departmental employees perceive their performance within the organisation. It is imperative for the Department of Home Affairs (DHA) to come up with the effective strategy that will recognise and award the outstanding performance, this will motivate employees to be more productive, and this will lead to best provision services within the department. The employer can keep the employees motivated, it just a matter of establishing the good work relationship and better communication. It is the fact that when the employees feel recognised by the employer, this motivates them to perform well. The expectancy theory describes motivation as a method of directing choices between alternative forms of voluntary activities and this process is controlled by individual. Expectancy refers to the power of an employee belief about how specific actions affect performance. Workers have diverse expectations and unlike levels of assurance about what their capabilities in their workspaces. Park and Kim (2017). The Department of Home Affairs (DHA) must take it into account that the organisational performance is linked to the employees' belief about the total effects or output of their professional effort in the organisation. According to Park and Kim (2017) the public institutions are passionate about strategies they will employ to enhance employee performance. Organisational performance influence workers job satisfaction due to desired expectations based on higher performance. Each employee performance leads to job motivation; more positive interpretation of performance in a work team lead to greater levels of job satisfaction among workers in the institution because of expectations allied to institutional performance. The Department of Home Affairs (DHA) must set performance targets which are attainable hence job satisfaction is influenced by organisational performance targets and expectations that employees will give higher performance in order to achieved organisational goals. Park and Kim (2017) further stated that Scrutinizing job satisfaction of employees in the institution is a profitable cause because when employees are satisfied by their jobs this will create a positive impact to the institution and as well as on each employee. It is crucial for the Department of Home Affairs (DHA) to ensure the employees are happy in their roles, hence this will assist the organisation to achieve its goals and objectives.

Literature review

Magqadiyane (2016) notes that performance management is a method that put into effect alignment between employees' activities or outputs and organisational goals. The success of an organisation is linked to employee productivity, contributing to achievement of the goals and objectives. According to Mofokeng (2017) PMS are used to understand and encourage employees' accomplishments, additional change(s), values and approaches

of both employers and employees towards the strategies and processes of advancing organisational efficiency and performance. It acts as a guide to organisations setting targets, performance principles, best practices and performance indicators that help the managers to take informed decisions regarding achievement of organisational goals and objectives. Ramataboe (2015) expound that performance management is a method of evaluating, identifying and enhancing the performance of employees through aligning their performance with organisational strategic goals. The system uses constant assessment and feedback to develop the employees' performance, seeking to reward outstanding performance by aligning achievements with the mission and objectives, and ensuring that both employer and employee understand the imperative of a specific job in grasping outcomes. Mkhize (2020) concurred that PMS help to communicate employee performance expectations, maintenance of continuous performance dialogue as well as conduct annual performance appraisals. It is a tactical and methodical process which trains leaders, managers, employees and stakeholders on different levels with a set of tools and methods to plan, monitor, measure, review and report performance of the organisation in terms of performance indicators and target-setting for effectiveness and efficiency. It has a vision to advance employer and individual employees' performance to enhance the delivery of services. PMS is a constant method used to improve employee performance through goal setting and tactically aligning such goals to the institutional goals. (Sisa and Naidoo, 2017). Therefore, a well-executed PMS improves employee performance and helps the organisation to achieve set goals and adjust to organisational change. (Mofokeng 2017). Such change involves integrating goal setting, performance appraisal and employee improvement into a single combined system while ascertaining that performance upholds the organisation's strategic objectives. Mello (2013) points out that public institutions around the world are increasingly under pressure to deliver better services with limited resources. The pressure is mainly from members of the public who are becoming more aware of their democratic rights to demand better services, manifesting in the form of protests, which often turn violent. The citizens need assurance that public institutions are doing their best to satisfy complex and ever-increasing societal needs. The development and implementation of an effective PMS will go a long way to satisfy the needs of members of the public and minimize wastage. Performance is therefore central to the success of any public institution, the sum total of individual employees' performance. It can be expected in any organisation that motivates employees who understand the overall institutional goals will perform at their peak, given the necessary support and tools. According to Mungiu and Warkotsch (2017), for the management to develop an employee performance assessment system it is imperative to realise its significance as a key element in human resources management. Performance must be managed throughout the year by following the process as per the requirements. (Ndou, 2013). It thus means that if performance is not well managed it can easily become a paper exercise, which will lead to the failure of the system to achieve its objectives. It is therefore important to monitor and evaluate the process regularly to ensure that compliance levels are always promoted and kept at acceptable standards. Further to this, PMS; if seen as a means of communication between the manager and employee on what objectives are to be achieved, how they will be achieved, and how work will progress to achieve the desired results, the one would arrive at a point where PMS involves both the supervisor and the supervisee. According to Serban and Herciu (2019) performance management is well known, but studies have revealed that many

organisations are still struggling to effectively the implement systems. This however, rests on the behavioural factors of leaders and workers and on the method, employers use to lead their workers towards effective implementation. Thus, more attention must be given to performance-based behaviour to ensure effective implementation. This also rests on the behavioural factors of leaders and workers and on the method, employers use to lead their workers towards effective implementation. Prerequisite to implementation of a PMS is sufficient knowledge and skills for employees and employer to benefit from the system (Mashego, 2016). The former can benefit from having their skills developed, with recognition and rewards for outstanding performance, whilst the latter is afforded an opportunity to deliver optimal services through development of staff performance. For the system to be efficient and effective it must be aligned to the employee performance development plan, the vision and mission of the organisation, as well as the annual performance plan. Mthimkhulu and Singh (2016) echoes Mashego's view that for performance management to be implemented effectively the employer must ensure that employees have the necessary work resources and skills, given that the management would be held accountable if the desired results and targets are not achieved as a result of poor staff performance resulting from ineffective implementation of PMS, thus putting pressure on the management to monitor and evaluate staff performance on a quarterly basis for effective optimisation. For effective performance management Mathidza (2015), believes that it is necessary for the manager to work as a leader who can transform the dreams into reality. This is because most of the well-designed PMS have not succeed because line managers do not know how to implement them. In this respect, top management top managers can play an important role by including performance management in their job description and making them aware that this is an integral part of their position, because line managers are directly responsible for implementation of performance management practices in their respective departments. According to Locke and Latham (2006), goal setting theory, is couched on the principle that encourages employees to adjust their performance strategy. In other words, when employees learn that they are underperforming and that their desired goals have not been met, they are driven to put in more effort or adjust their strategy to achieve a desired goal. Van der Merwe and Dawes (2007) asserts that when goals are set at a motivational level, employees will perform at their best and thus serves as the foundation of goal-setting approach. Locke and Latham (2006) point out that Goals and objectives are the starting point of the management process, and they can help an organisation to realize its vision. Thus, when employees are aware of this, it motivates them to perform better because it provides them a sense of purpose and direction. The premise of the expectancy theory is bestowed on the concept that people have expectations for the likely outcomes of their activities underpins motivation. Another assumption is that people have diverse desires for different outcomes, they are therefore considered as thinking entities capable of foreseeing future events. These outcomes are divided into intrinsic, with results directly associated with the task, such as salary and work conditions, and extrinsic, that is, a salary and working conditions (Griffin, 2005). The primary assumption behind the expectation expectancy theory, according to Redmond (2014), is that people will be motivated if they believe their decision will lead to the desired outcome. Expectancy theorists believes that motivation is sometimes described as a means of steering choices between various types of voluntary behaviour, a process that is controlled

by individuals, and thus the strength of an employee's rests on how specific activities affect performance.

Results

The findings revealed five themes, namely, Importance of PMS, Training, Communication, Demotivated, Ineffective performance appraisal

Importance of PMS not realised in the DHA

I don't see the Importance of performance management system.

A PMS seeks to improve service delivery at grassroots level, while service delivery at the DHA rests on frontline staff performance and productivity. Therefore, the response poses a threat to service delivery and employee productivity.

Another participant said: I do not understand importance of performance management system because Home Affairs has not educated me about performance management system.

The DHA must educate the staff about PMS as current instruments do not stimulate employee performance and productivity. The employers must ensure that the employees accept and sign a performance agreement because it outlines the goals and performance standards of each employee. The fact that most employees of the DHA do not realise or understand the importance of PMS means that they do not know or accept goals and performance standards stipulated in the performance agreements. This is due to poor implementation by the employer, interrupting the service delivery and hindering performance and productivity. The goal-setting theory confirms that the employees need to accept the goals in order to stimulate motivation among individual employees. The acceptance of goals is the first phase in stimulating motivation among employees (Locke & Latham, 2013)

Another participant said: I don't understand Performance management systems and it has not contributed to my performance because I perform same routine duties and my performance is on the norm level

Routine duties demotivate employees because they perform the same task every day. The employer must set challenging goals, difficult or challenging goals motivate employees and enhance performance. These findings also align with those of Sejits, Latham, and Woodwark (2013), who wrote that the precise and challenging goals were most helpful in enhancing performance

Another participant said: Performance management system does not motivate me because no incentives are given afterwards, I really don't see it importance.

The good performing employees become demotivated if their hard work bares no result for them. The productivity and performance of employees is impacted negatively if rewards and recognition for good performance are not given, so the employer should address the critical issues around PMS during planning and devise tactics to address challenges encountered during the performance cycle. In the public sector the PMS provides the employer with an opportunity to introduce mechanisms for non-financial recognition to stimulate performance and motivate employees across the DHA, at the discretion of the Head of Department (HoD).

Trainings of staff is not prioritised at DHA

The participant said: Trainings are not done and if they are done, they tend to be not relevant

Staff development is crucial in the DHA because efficient service delivery hinges on grassroots employee performance as they are the direct point of contact with the clients

Another participant said: The trainings and courses on personal development plan are not done

The employer must identify the employees' training needs and provide development and training that is in line with the Personal Development Plan (PDP) of each employee. It is imperative for the employer to provide training needs as in the PDP of each employee because the developmental needs are documented in it.

One participant indicated that: Staff trainings is important for service delivery

The DHA must realise that the training and development of employees is an effective tool that will enable them to make use of their potential and capabilities to a fuller capability. The White Paper on Public Services Training and Education (1998) makes provision for all personnel to be given meaningful training opportunities. The provision of service delivery is highly dependent on employee performance, therefore, the DHA must provide relevant training to the employees. Those who are equipped with necessary skills perform much better than those who are not. The White paper on Home Affairs (2019) states that the Department is committed to being development-orientated, its latest development to address key areas that are significant in its operations. The White Paper is a confirmation of a need for staff development that has been identified by the management in the DHA, and most employees in the Richards Bay office have expectations that their performance and productivity will be enhanced if they are provided with necessary training in line with their area of performance.

Communication between the Supervisors and Supervisee is non-existent

The participant said: The flow of information is poor because we are given the toolkit to just sign, no meetings with supervisor.

The DHA must provide feedback to departmental employees with regard to the status of their performance as this will help them to recognise the areas they need to improve

Another participant responded that: The performance management system is done by my supervisor on my behalf, I just sign at the end, so there is no flow of communication.

The employer must make use of performance review as this gives the supervisor and employee an opportunity to monitor progress, resolve difficulties and modify work plans during the performance cycle. Continuous feedback on each employee performance is imperative for the accomplishment of PMS objectives. These findings supported those of Locke and Latham (2013), who maintained that the performance feedback interacts with objective accomplishment as in goal-setting theory. They also confirm Lunenburg's (2011) argument that the feedback on performance helps employees attain their performance goals because employees can determine how well they are doing.

Another participant said: Communication between Home Affairs, employees and the public must be taken into consideration, if there are changes with the standard operations of the department, Home Affairs must update the clients, so that the clients service relationship will be promoted

Effective communication must be extended to the local communities which are being serviced, and if there are changes in standard operating procedures the clients must be informed, thus promoting the provision of service delivery. Many clients become frustrated by visiting Home Affairs on numerous occasions with the same queries. Long

turnaround time is caused by poor communication between the employer, employees and the public, therefore the department needs to ensure smooth communication is maintained with the employees, clients and all stakeholders to improve the provision of service delivery. The effective communication must also be extended to the employees with planning around operating procedures and the tactics the employer will implement to achieve the goals. Employees must be updated accordingly if there are changes in the standard procedures.

Effective communication between employer and employees is imperative because everyone needs to understand how their personal goals fit within the objectives of the organization. This can only be achieved through effective sharing of information between employer and employees. In addition, Arifin, Nirwanto and Manan (2018) found that involving employees improves the desire to perform their duties and a good working relationship is established. The employees become more attentive in performing their duties with greater enthusiasm.

One participant made an interesting argument that: *Decentralisation of service can enhance provision of services.*

Currently the services are centralised, with a command centre in the Head office. This hinders the provision of service delivery as clients' queries cannot be resolved timeously and the turnaround time is longer. For instance, the Richard Bay Office must send all applications to the command centre and the clients are expected to wait a long time for the application to be finalised and the relevant documents handed to them. The centralisation of services demotivates employees because they are not able to provide feedback to clients in time and are not in a position to resolve queries on time. The DHA must decentralise more authority and responsibilities to the local offices because these interact directly with the local communities and are responsible for giving feedback and resolving queries of the clients. Giving more authority to the local offices will ensure efficient provision of service delivery. Decentralization of authority would ensure efficient and effective services delivery to citizen

Employees are Demotivated

Asked if they were motivated to return to work on a daily basis, most (14) said they were not. One commented: *I am not motivated to come to work on daily basis due to work environment and the management style is ineffective*

A demoralized employee's performance cannot be satisfactory as it will negatively affect organisational performance, employee productivity and provision of services. The DHA service standards have been criticised by local communities, due to demoralized employees whose goals are no longer aligned to those of the organisation. Their frustration in the workplace is largely due to unfavourable working conditions so the employer should implement behaviour control methods to encourage employee performance. Behaviour control can be effective in motivate departmental employees to improve productivity and performance in the quest for quality service delivery

Another participant said: Our needs are not given attention too, only service delivery is prioritized

Efficient provision of services and effective employee performance and productivity can be achievable through giving attention to grass-roots employees' needs as they are the direct point of contact with the clients. The department must not only be driven by achieving organisational performance because that is interpreted as neglect by employees.

The premise of expectancy theory in defence of these results states that when organisations are driven by performance resulting from increased amounts of work, it might negatively affect employees' work (Nadeem & Abbas, 2009).

Another participant said: No Home Affairs is not an employer of choice.

The employees will only regard the department as the employer of choice only if they are satisfied by their jobs. Job satisfaction has a positive influence on the attitude of the employees towards achieving their duties in their work area. Another participant responded

Another participant said: No, I wouldn't say Home Affairs is the employer of choice.

The employees will recognise the department as the employer of choice and commit to performing their duties provided it recognises their needs and engages with them. Employee engagement creates a good working relationship with the employer and productivity, enhancing performance, productivity and provision of services. The employer must take into consideration that the employees will not be motivated to perform to their full capacity if their expectations are neglected. These results support the findings of Mbonambi (2016) and expectancy theory that all motivation is conscious, and employees make choices after a calculation of pleasure they expect to enjoy in their productivity and performance in the organisation.

Another participant said: Yes, because I am demotivated to be at Home Affairs.

The DHA seems to have neglected to motivate or inspire employees to work with passion, with departmental concern mostly focused on service delivery rather than the execution of those services. This is problematic because the neglect is visible to the employees and so discourages employees from performing well in their work, negatively impeding the provision of public services. Inuwa's (2016) research also found employee performance a crucial aspect that determines organisational development and productivity. These factors hinge on how effective and efficient the personnel in the public institutions are, a vital concern for executives of organisations

Another participant said: I see myself in other organisation where my qualifications will be aligned with my duties.

The employees have shown that they are not happy within the department due to lack of staff recognition, poor management and unconducive work conditions. Though this leads to them seeking employment in other sectors and demoralizes them they remain within the department, creating poor performance and interrupting service delivery to the public. The employer should be attentive to employee necessities and build a good lasting relationship with them.

Performance appraisal is Ineffective implemented

One participant said: I think there is favouritism with regards to performance appraisal process in the Department of Home Affairs.

The public institutions should ensure an efficient and unbiased performance appraisal process, hence the main objective being to motivate and reward the good performing employees rather than demoralise them. The DHA must effectively implement performance appraisals to motivate employees to bring improvements to their performance.

Another participant responded: Performance appraisal doesn't exist in the Department of Home Affairs, that my opinion.

This participant's view on the performance appraisal process shows frustration and a sense of demoralisation, therefore the fairness and effective implementation of the process should be given attention by the department. Its effectiveness is influenced strongly by employees' perception of fairness in the process

Another participant made the comment: Unfortunately, in that part you can work and go an extra mile, but unfortunately when it comes to evaluation, the team or the committee that normal does the evaluation, they will say one person cannot do so much and underrate but the reports and everything has been sent, they will say you deserve a merit, but the people who are in the committee, will actually downgrade you, that demotivates you as the employee to even go the extra mile the next time.

Another participant made the comment: The employer doesn't recognise good performers and there is favouritism.

And another participant said: No recognition at all at DHA.

The department needs to realise that recognition of good performers will enhance employee productivity and performance to greater heights, and that lack of recognition or praise for good performance demoralizes good performers. The DHA deals directly with clients, therefore good performers will ensure that they receive efficient and effective service delivery. Good performers will also motivate those employers who are performing well to work hard to achieve appropriate recognition, praise and rewards.

Discussion

The findings revealed that the objectives or significance of a PMS have not yet been realised by employees of the DHA: Richards Bay office. It was confirmed that ineffective implementation by managers featured as a major factor. The primary participants of this research, employees of the DHA, indicated that they did not understand the importance of a PMS or its objectives. The systems will not be fully effective in enhancing performance or productivity until the employees understand the goals and objectives of the organisation and link their goals to its. These findings reveal a discrepancy in the implementation of a PMS in the department. The premise of effectiveness stresses the importance of including employees in the whole process, through the use of a performance agreement during the planning process, as it is the cornerstone of performance management. This finding supported that of Sebola and Manyaka (2012), who indicated that there was a general lack of commitment by supervisors to effectively implement PMSs to manage the performance of workers in the public sector. Makhubela, Botha, Swanepoel (2016) were supported by these findings, specifying that public managers lacked the knowledge and abilities to implement performance management competency. The findings also revealed that participants in this study are not well informed about the PMS implemented in the department, which also speaks to poor performance planning and thus attests that the goals do not align with those of individual employees. Within the organisation, the employees under normal circumstances should be informed of performance planning, the organisation's goals and objectives vis-à-vis the employees' goals with those of the organisation, because performance planning is the initial stage in the performance management process. Gruman and Saks (2011) also found that during the goal-setting stage, each employee should be educated about the objectives of the organisation and staff should align their individual ones with those of the organisation. The findings also revealed

that the participants in the study believed that the PMS had not contributed to enhancing their productivity or performance due to lack of training, lack of recognition and less challenging goals. The process was supposed to be developmental, and the good performance recognised but its importance in the department had not been realised because the aims and objectives were yet to take shape.

The findings revealed that participants were demotivated to come to work daily, due to a poor working environment and ineffective management style. The performance and productivity of demoralised employees leads to poor service delivery and makes it impossible for the DHA to meet all its goals in the annual performance plan. Employees in the department felt that their needs were being neglected by the employer owing to it being more performance-oriented, while the employer had not put sufficient effort into creating a conducive working environment or good working relationships. The work of Suwati, Minarsih and Gagah (2016) stated that employees are driven not only by salaries but also self-satisfaction, which plays a significant role. They also identified working environment, motivation and leadership as major aspects which influence employee performance. The participants believed that the DHA was not the employer of choice, bringing to light that they were not pleased by the working relationship with the employer. This leads to demotivated and unproductive employees, as poor employee engagement creates a crack in the relationship between employer and employees and further demoralises employees in the long run. They anticipated leaving the DHA and joining other organisations due to unconducive working conditions and poor employee benefits. The dysfunctional relationship with the employer demoralised the employees, who wished to leave the organisation as it was not responsive to their needs, notably benefits and working conditions. As Maswabi and Qing (2017) found, the possibility of workers who are demoralised leaving their place of employment to join other organisations is high. From the findings of this research revealed that the participants found the performance appraisal system to be void. Efficient and unbiased performance appraisal process - The performance appraisal process should be fair in awarding outstanding performance. Fair and unbiased performance appraisal enhances productivity and performance, due to a bonus for outstanding performance. Shrivastava and Purang (2009) established that when the employee is subjected to unfairness experience during the appraisal process this create a negative emotional condition on the other hand fairness would lead to positive emotional conditions.

From the findings m of participants in the study suggested the following organisational strategies can be used to improve provision of services in the DHA.

Staff trainings - The training of staff is significant to the provision of services because well-trained staff are a cornerstone of good service delivery. Sunahwati and Maarif (2019) concurred that well-trained staff are crucial for accomplishing the optimal organizational performance; therefore, staff development is a prerequisite for enhancement of organizational performance.

Online system upgrades - The online systems upgrades will enhance the provision of services, and this can dispense with the challenge of long queues that the department is currently facing due to high numbers of clients accessing civic services.

Decentralisation of authority - Currently the DHA is centralised with the Head Office as the command centre. This disrupts efficient service delivery because most of the services are provided in the local offices but completed at Head Office, contributing to long

turnaround time and more unresolved client queries. Decentralisation of authority will ensure efficient and effective service delivery to departmental clients. The organization adopting the concept of decentralization appears as an entity that empowers employees by giving them autonomy, authority and real responsibility for decision-making. Al-Nawafah and Almarshad (2020) state that decentralisation empowers individual employees with more authority, real responsibility and decision-making ability, thus making it easier for employees to assume more responsibilities and achieve the goals set by the organisation. Communication - Effective communication between employees, employer and the local communities being serviced is imperative for efficient service delivery. A good flow of information between all role players will promote the quality provision of services and quality service delivery, which is the mandate of public institutions. Lahap, O'Mahony and Dalrymple (2015) assert that the goals of public institution can be accomplished effectively through well-organised communication, and that effective and proficient distribution of work information assists day-to-day routine work.

Practical implications of the study

The study revealed that the managers and supervisors must be trained about PMS, so that they will train their subordinates. Effective communication during the PMS implementation is imperative as the effective implementation of PMS requires continuous monitoring and evaluation. The performance appraisal system need to be fair to all employees as it has the potential to discourage the good performing employees. Effective service delivery depends entirely on the productivity of public servants, the government must ensure that the PMS is not just implemented for formalities, but for the enhancement of staff productivity and performance.

Limitations and recommendations

As limitations of the study:

The DHA took a long time to issue a letter permitting the commencement of the study as the Head Office was closed due to lockdown procedure implemented by the national President, holding up the data collection process for a long time.

The participants were busy in the front office, making it difficult to involve each participant in the interview phase.

A few participants did not wish to participate in the study and were excused.

This study was only carried out at the Richards Bay branch of the DHA; therefore, it cannot be generalized as the PMS situation of the entire DHA.

Recommendations for future research

It is evident in this study that there are challenges about effective implementation of Performance management systems in the Department of Home Affairs (DHA): Richards Bay office. It was discovered that employees in the department were demoralised, and training aligned with each performance was not given by the employer, thus it is recommended that future research should cover the following areas:

The strategies that the DHA can use to effectively implement the PMS

The motivation tactics the DHA can use to motivate employees for the quest to enhance employees' productivity and performance

The training methods that the DHA can use to identify the training needs of each employee.

The methods that the DHA can use to develop an effective work relationship between management and employees.

Conclusion

Altogether the study has revealed that the enhancement of civil servants' performance and productivity depends on effective implementation of performance management system. The performance planning phase was identified as a crucial stage in the whole process, because it entails the employee's job functions, a work plan which contains crucial performance areas, allied with productivity, performance standards and a personal development plan for each employee. The performance management system in the public sector must not be implemented just because it a procedure, but rather it must be effectively executed for the purpose of enhancing the productivity and performance of public officials. In addition, recognition of good performance was identified as an essential tool to persuade employees to sustain good performance, because when the employer does not praise employees for good performance, they tend to be demoralised.

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