

EVALUATION OF EMPLOYEE POOR WORK PERFORMANCE WITH SPECIFIC FOCUS ON OPERATIONAL FUNCTIONS AT CAMBRIDGE POLICE STATION IN THE EASTERN CAPE PROVINCE

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Abstract

Employee poor performance is a very negative aspect especially if left unattended. The aim for this study was to find the root causes and the impact of employee poor work performance and to explore the possible solutions. It was also noticed that the performance for the province was deteriorating; since the province is vast the study was conducted from one of the stations that are contributing towards poor performance to establish the reasons for the predicament.

It was acknowledged that Cambridge Police Station as one of the contributors was not yielding the expected and desired result on performance especially on the operational programmes. The study explores the main drivers of poor performance focusing on Visible Policing and Detective Components; the reasons for the employees low morale and the relationship between employer and employee. The study also looked into working conditions regarding resources and skills required for the members to perform their duties with the aim to maximize their performance.

The study followed a quantitative research approach using an interpretive descriptive design. The data was obtained by means of structured questionnaires. The reaction to the study was marginal with a response rate of 70% [n=30]. Data analysis included identifying and comparing existence of factors that affect the members personally and work related factors that threatens turnover intentions. The target population was composed of members working at the Community Service Centre, Complaint attendance and Investigating Officers at Cambridge Police Station regardless of levels.

The response results revealed various factors which affects the performance of the station. The study revealed that the station have a problem with regard to management aspects in terms of effective communication, lack of resources, implementation of performance appraisal system, recognition of good performance done by members and members views are not given recognition. These aspects had a negative effect on member's morale that adversely affected the overall performance; hence the members lacked motivation and recognition by managers.

It transpired that the poor performance regulatory policy was either unknown or there was very little knowledge by members who heard about the policy. The results indicated that the policy was not correctly implemented instead managers did not care about the welfare of members and they dealt with members in accordance to disciplinary procedures without giving them a chance for explain their perspective.

Based on the results, the researcher conclusively formulated recommendations in order to bridge the gaps identified. Keywords: Performance, human resource management, physical resources, quality of work life, performance appraisal system, motivation, good leadership, organizational factors.

Introduction

Poor performance is a concern for any organization, South African Police Service as an organization has a policy to regulate poor work performance to ensure proper management of any incident in this regard. Over the past five years [2006-2007 to 2010-2011 financial years] it was noticed that Cambridge Police Station was not performing as per the expected standard in terms of the organizational performance standards indicated in the strategic management, provincial priorities.

The set targets were constantly not achieved especially on operational functions i.e. Crime Prevention and Crime Investigation. The performance measurement tool utilized by the organization indicated a deteriorating trend of performance. The station was not the only one though, however, for the purpose of the study the station was chosen as a benchmark field for the whole province performance improvement.

Background

Performance is a crucial aspect for any organization's success regardless of whether it is a private sector or public sector. Poor employee performance definitely hampers the integrity of the organization and its growth. The researcher unlocks the utmost importance to ensuring that SAPS as an organization strives to keep a high standard of performance at all costs. This study aims at assisting the organization to focus on improving the current performance; which in turn will uphold professionalism in the organization as part of service delivery improvement programme.

Improved performance also helps the organization to obtain customer satisfaction and trust. Working for an organization requires an effort of each and every individual for the full success and growth of the business unit. The relationship of the employee and the manager is also very important for optimal performance of the employee.

Personal experience at work shows that when the relationship is broken and the expectations are not met in accordance to performance standards, performance as the end product is not always good. Also conflicts and office politics discourages members morale and efforts to perform effectively to achieve the set goals. In most cases communication plays a big and phenomenal role between the employees and managers, once the relationship between the two parties is not smooth it hampers the performance levels.

The aspect that contributes a lot to improve poor work performance is the morale of the employees and communication between the managers and the employees.

Problem statement

The purpose of the study was to highlight the challenges of managing crime levels in order to identify the managerial gaps so that the recommendations are made to the management to ensure an improved employee work performance. The station performed poorly in terms of the performance measurement tool of the SAPS which is the Performance Chart System and this impacted badly on the overall performance of the Province during the period in question; especially on operational functions being Crime Prevention and Crime Investigation competencies.

According to the results of the survey, personnel showed low morale and were not motivated to perform effectively whilst crime was spiraling out of control at the station.

Cambridge Police Station is situated in an urban area outside East London; however there are areas where policing is difficult due to infrastructure limitations in the informal settlements.

The main aim of the study was to investigate the causes of employee poor work performance at Cambridge Police Station in order to find a possible solution to the problem. The study focused at the level of a Brigadier Station since this level contributes most of the crime because of their size. The recommendations will not only be implemented at Cambridge Police Station, however, to other stations with similar challenges

Objectives of the study

- To determine factors causing employee poor work performance in the Cambridge Police Station, Eastern Cape.
- To determine consequences of employee poor work performance as a result of the problem not being addressed.
- To determine the impact of employee poor work performance on operational functions.
- To make recommendations in order to improve employee work performance.

Significance of the study

Firstly, the study will benefit Cambridge Police Station management to discover and deal with the shortcomings that led to employee poor performance. Secondly, it will ensure improvement of the station performance on operational functions. Thirdly, the organization at large will benefit especially in the Eastern Cape Province to identify the common cause of the employee poor performance thereby addressing the issues that leads to poor rating of the province when compared to other provinces. This research will likely promote further research within the organization on another level and as well as on Specialized Units and Administration functions; hence the focus will be on operational functions. The SAPS has a wide range of disciplines and different fields, also having two Acts being Police Act and Public Service Act operating under one umbrella makes it likely for further investigation within the organization.

Who is South African Police Services?

South African Police Service [SAPS] is the agency that is vested with a huge function to uphold the law of South Africa, with the duty to ensure that the inhabitants of the country are and feel safe at all times. SAPS is a national entity that also form part and parcel of the Constitution of the Republic of South African, Act No. 8 of 1996 as the Supreme Law of the Country. There are two Acts that employees are employed upon, that is Police Act [South African Police Service Act, No. 68 of 1995] for functional members and Public Service Act [Act No. 2 of 2011] for the Civilian Secretariat for the Police. Both Acts are recognized and members have to abide by the rules and regulations of those Acts.

The SAPS takes into consideration the eight principles of Batho Pele as vested in the White Paper Notice 1459 of 1997. This paper tabulates the importance of considering our clients whenever somebody gets to work especially if the organization works with people. The needs of people are important hence poor performance does not affect only the fellow colleagues and the image of the business unit however there are other people affected.

There is a national strategic plan that is tabled for a five year period which is a medium term to guide the operations of the SAPS that is implemented, the current Strategic Plan 2010-2014 is still in place and is monitored through Annual Performance Plans at all levels. The annual plans are monitored on a monthly and quarterly basis to ensure that at the end of the year the set goals are achieved and where there is a possibility of non achievement strategies are put in place.

There are five [5] key departmental programmes to ensure that budget allocation is distributed accordingly and in line with the prescripts of the Public Finance Management Act, 1999 when the budget is given by the auditor for the functioning of the organization, they:

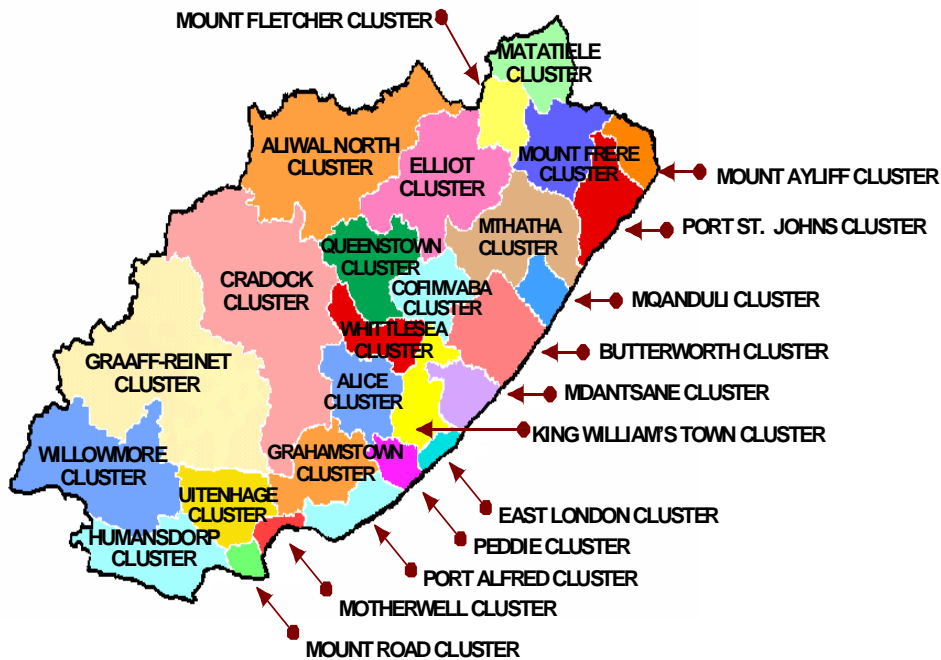
- Programme 1 Administration
- Programme 2 Visible Policing
- Programme 3 Detectives
- Programme 4 Crime Intelligence
- Programme 5 Protection and Security Services

The country has got nine provinces with appointed Provincial Commissioners, the head quarters are situated in Pretoria that account under one National Commissioner General MV Phiyega as the accounting officer. The accounting Officer reports to the Minister of Police Hon. EM Mthethwa all the functions of the SAPS who in turn account to the President that is the Head of the State. The SAPS is also an affiliate in the Interpol body of all police agencies in the World.

Eastern Cape is forming part of the bigger picture of the country with one hundred and ninety-two [192] police stations. The province is divided into twenty-seven Clusters for better management and to assist the stations with their administration hence Clusters are an extension of the Provincial Head Office. The accounting Officer for the Eastern Cape Province is Provincial Commissioner Lieutenant

General CC Binta. Cambridge Police Station is forming part of Mdantsane Cluster under the command of Major General MW Mbaliso.

Below is the map indicating the vastness of the province and the location of the 27 Clusters.



Eastern Cape MAP

Legislative Mandates

Every institution has rules and regulations to ensure smooth functioning and to give directions to its operations. SAPS is mandated by the Constitution of the Republic of South African Act 8 of 1996 which is the supreme law for the country. SAPS Strategic Plan [2010-2014:3-4]. The overarching of the South African Police Service is reflected in Section 205 of the Constitution of the Republic of South Africa, 1996.

The objectives of the policing in terms of section 205 are to-

- Prevent, combat and investigate crime;
- Maintain public order;
- Protect and secure the inhabitants of the Republic and their property; and
- To uphold and enforce the law.

The South African Police Service is responsible for preventing, combating investigating any crime contained in both the common law and a plethora of Statutes. The SAPS derives its main powers from a number of legislations applicable to the organization including the Constitution of the Republic of South Africa.

Over and above there are regulations and agreements that give guide on how to deal with the incidents of discipline of the organization including misconducts and poor performance.

Demographical Summary of Cambridge

Location, area served, types of crimes

Cambridge is one of the One hundred and ninety-two [192] police stations in the Eastern Cape resorting under Mdantsane Cluster. The station is regarded as a big station hence the station commander is at a level of a Brigadier and there are twelve [12] Brigadier stations within the Province. Cambridge is situated in the Buffalo City Municipality Metropolitan, outside East London. The station is having currently approximately 250 personnel inclusive of Support Services, Visible Policing and Detective Services comprising both Police Act regardless of being functional or administrative workers and Public Service Act personnel. The station is serving an area of 118 955 km² that is urban, rural and semi rural areas made up of locations and informal settlements and farm area having 54 316 population size. There are three established shopping complexes in the area, they are Vincent Park, Cambridge which is a semi-town and Hemmingway's Mall including a Casino. The station precinct is divided into five sectors for better policing and the sixth sector is a Farm Patrol. All the sectors have designated Sector Commanders.

There are different types of crimes that are policed by the organization as a whole and the crimes are subdivided into five categories. They are-

- Contact Crimes including TRIO crimes [Car Jacking, House Robbery and Business Robbery]
- Contact Related Crimes
- Property Related Crimes
- All Other Serious Crimes
- Crimes Dependent on Police for Detection

Prevalent crimes at Cambridge Police Station are Contact Crimes, property related crimes, Contact Related Crimes and All other Serious Crimes. These crimes involve crimes that are directed to human physical body with the intention to cause harm other crimes are directed to property which includes live stock; property refers to both movable and immovable items.

Batho Pele “People First”

Batho Pele Principles: Improving Government Service

Batho Pele is a Sotho word which means People First; in a nutshell the emphasis on the principles is that people must come first always. A government Gazette was published in 1997 by the Department of Public and Administration. Government Gazette [1997:1] defines the purpose of the White Paper on Transforming Public Service and Administration as to provide a policy framework and a practical implementation strategy for the transformation of Public Service Delivery. SAPS assigned different principles of Batho Pele to all the Provinces and the Eastern Cape was assigned to focus on Service Standards during the current financial year.

Government Gazette White Paper [1997:3], explains that Batho Pele is an initiative that was launched on the 18th of September 1997 by Minister for Public Service and Administration to transform the Public Service at all levels. Furthermore, Batho Pele was launched because democratic South Africa

inherited a Public Service that was not people-friendly and lacked the skills and attitudes to meet the developmental challenges facing the country.

In improving service Delivery an article on Batho Pele Improving government service was then published to give guidance. Batho Pele toolbox tables the purpose of the approach:

- Is an approach to get public servants committed to serving people and to find ways to improve service delivery.
- This approach requires also involvement of the public in holding the Public Service accountable for the quality of service provided.
- Batho Pele is also about moving the Public Service from a rules-bound approach that hinders the delivery of services to an approach that encourages innovation and is results driven.

The toolbox also emphasizes that the managers have a responsibility to improve the services. Batho Pele toolbox [2012], Mentions that Managers have a key role in creating an environment for their staff to become effective in the way they interact with customers. Secondly, this requires that they focus on motivating staff, ensure that they have the right tools to do their work and provide ongoing support especially at times when staff is under pressure and stress.

In view of the above purposes tabled on the Batho Pele toolbox it is clear that all the employees in the government sector have a role to perform professionally and at a high level. Managers have a huge role to ensure that employee's relations and wellbeing is maintained at all times for maximum performance.

The Batho Pele is therefore based on the following eight principles:

- Consultation: citizens should be consulted about their needs
- Standards: all citizens should know what service to expect
- Redress: all citizens should be offered an apology and solution when standards are not met
- Courtesy: all citizens should be treated courteously
- Information: all citizens are entitled to full, accurate information
- Openness and transparency: all citizens should know decisions are made and departments are run
- Value for money: all services provided should offer value for money

Government Gazette [1997:16] stipulates that the performance of staff who deals with customers must be regularly monitored and performance which falls below the specified standards should not be tolerated. Service delivery and customer care must be included in all future training programmed, and additional training should be given to all those who deal directly with the public, whether face-to-face, in writing or on the telephone. Furthermore, an important aspect of encouraging customer-focused behaviour is to provide staff with opportunities to suggest ways of improving service and for senior managers to take these suggestions seriously.

Government Gazette [997:20], indicates that it is important that the efforts of staff both individuals and groups who perform well in providing customer service should be recognized and appropriately rewarded.

Nature of Poor Work Performance

In general poor performance has a negative effect on both the organizations' image and the personnel especially those members that are putting their effort to ensure organizations goals are accomplished. Therefore, different authors and company policies were consulted to view their perspective on how they see the nature of employee poor work performance. The following information was recorded thereof:-

According to SSSBC Annexure B: SAPS Agreement 3/2005 [2005:2], poor performance means the failure by an employee to meet the required performance standard. Labour Relations article, Advice on Managing Poor Performance [2012:1] says "Poor performance has a negative impact on productivity and workplace effectiveness and in severe cases could lead to an increase of work accidents. The U.S Office of Personnel Management [1998:7], explains the difference between poor performance and misconduct as follows, misconduct is generally a failure to follow a workplace rule whereas poor performance on the other hand, is simply the failure of an employee to do the job at an acceptable level.

According to the SA Labour Guide [2012:1], on poor performance procedures, Poor Work Performance falls under the broad heading of Incapacity. Also poor work performance or failure by employee to reach and maintain the employer's work performance standards in terms of quantity and quality of output is an ever increasing problem. Then after the employee have undertaken to perform accordingly then fails to perform the duty, then the employee is said to be incapable, and the employer has the right to dismiss after following a fair procedure and ensuring that the dismissal is for a fair reason.

The PSC toolkit for management of poor performance [2007:14] explains poor performance as, "Simply put, poor performance is the failure of an employee to do his or her job, or to do it at an acceptable level. Furthermore, poor performing employees are also characterized as "employees with whom you are seriously disappointed. You have little confidence that they will do their jobs, and/or do them right. You often have to do or redo their work, or you may have had to modify their assignments to such an extent that you are left confident to only give them work that they can do, which is much less than you would otherwise want them to do" [PSC toolkit for management of poor performance 2007:14].

Guidelines for SAPS Discipline Regulation [2006:8] makes a distinction between misconduct and poor work performance as follows, misconduct refers to cases where the employee intentionally or negligently does not adhere to the norms and standards of required conduct. Then on the other hand, poor performance refers to those cases where the employee is unable to adhere to the set norms and standards of service delivery.

It is important to mention that misconduct is punishable by the law as much as poor performance though the degree of punishment may vary. Grogan 2007:257] says, there is an obvious overlap between negligence and poor performance and perhaps in some cases between negligent and incapacity. Grogan further mentions that it is permissible in appropriate circumstances to treat both negligence and poor work performance as forms of misconduct.

Causes of Employee Poor Work Performance

Poor work performance is very prevalent not only in the field of study but in all sectors, it is evident as the media constantly broadcast on the screen and the news papers the unhappiness that lead to protests by the communities and the failure to perform by the government departments is alarming. Some departments even resort to terminating or revoking the managers due to non performance on the seats they are appointed to be responsible for.

In the Public Service Commission Toolkit for the Management of Poor Performance in the Public Service [2007: ii] Professor Sangweni the Chairperson of Public Service Commission in his foreword says “In its recently released Reports on the Management of Poor Performance and Grievance Trends in the Public Service, the PSC has observed that poor performance is a problem in the Public Service. Furthermore, the causes are multiple, but a lack of skills and shortcomings associated with the management of performance itself, in particular the management of poor performance, were specifically evident in both Reports.

Incompetence and Incompatibility

Unknown article by Albert & Rinsky [2012:1] on management 101- Improving Employee Performance, makes mention that; most managers have been in the situation where an employee’s performance is not meeting their expectation. Furthermore, many times the poor performance has to do with a miscommunication or an employee not understanding the expectations of the job.

South African Labour Guide [2012:1] mentions that the reason for disciplinary action is never applied for poor performance is that poor performance is usually not the fault of the employee and the employee cannot be disciplined for something is not his or fault. Furthermore, mentions that there are many factors that can be the direct cause of poor performance or that may contribute to it.

These causes are,

- Lack of training, qualifications and experience
- Alcohol or drug addiction
- Outside influences
- Work related stress
- Ill health or injury
- Incompatibility
-

Management Gap or Unclear Expectations

Swanepoel [2000:360-261], in his discussion regarding goal-setting theory, he mentions that Edwin Locks suggests that, all other things being, people will perform better if they strive towards a definite goal than if they are expected to perform without a specific objective in mind [Robbins 1996:224-225]. Therefore, the crux of this theory is that specific goals operate as powerful motivators in that they tell the individual what needs to be done and how much effort is likely to be required in the process [Swanepoel 2000:361].

In a nutshell this basically shows that when goals are not clearly defined by the company it is likely for the employees to perform poorly. Then, Swanepoel [200:361] says, "Persons will perform better when they receive continuous feedback on how well they are progressing towards the goal, because feedback provides information regarding gaps between what they have done so far and what they wish to achieve.

Furthermore, Swanepoel [2000:361-362] also mentions that cognitive dissonance theory presumes that, if a person did poorly a number of times in a task, he/she will do poorly again, even if he/she can do better, in order to be consistent with his/her cognitions (self-perception) of incompetency developed in the preceding tasks. On the other hand, employees with low self-esteem will forfeit the opportunity to achieve in order to be consistent with their self-perceptions.

Slack et al [1998:640], says that perceived quality could also be poor because there is a gap between the organization's external communications or market image and the actual quality of the service or product delivered to the customer. Also this may be the result of either the marketing function setting unachievable expectations in the minds of customers or operations not providing the level of quality expected by the customer.

According the Slack [1998:641] there are four gaps that require action to ensure high perceived quality, they are:

- Gap 1- Ensure that there is consistency between the internal quality specification of the product or service and the expectations of customers.
- Gap 2- Ensure that the internal specification of the product or service meets its intended concept or design.
- Gap 3- Ensure that the actual product or service conforms to its internally specified quality level.
- Gap 4- Ensure that the promises made to customers concerning the product or service can in reality be delivered by the operation.

Slack et al [1998:641] further says the existence of any one of these gaps is likely to result in a mismatch between expectations and perceptions and result in poor perceived quality. On the other

hand Grogan [2007:216] explains that poor work performance may arise from a host of causes, but each has a common consequence: the inability of employees to perform their duties satisfactorily.

Poor Decision Making By the Management

During the interviews with some members it transpired that the decision taken by the Management cripples the member's morale discouraging them to perform at an acceptable level. The manner in which they communicate with them and taking decisions without considering the circumstances around the members showed as a big contributor to poor performance. The fact that managers do not do the necessary interviews with the members to establish the causes of the changed behaviour instead charging the members with misconduct also transpired.

Members indicated that internal processes are not being followed properly and necessary steps are not taken against poor performers instead if the member is a favorite to the manager. It also transpired that there is a lack of leadership skills from the managers in turn that disadvantages members because organizational prescripts are not properly implemented. Improper placement of members and promotion of incompetent people on prominent post due to favoritism of some members over others also said to be playing a big role on members' morale.

It was evident in the case discussed in Grogan where the employer in JDG Trading (PTY) Ltd t/a Price 'n Pride v Brunson made the mistake before shifting the employee to another position not requiring skills he allegedly lacked. Then the company aggravated the situation by dismissing the employee for not possessing those same skills, even though they were not needed in the new position. The dismissal was ruled unfair [Grogan [2007:215].

On another case, in Nationwide Airlines v Mundau & other an airline pilot was awarded compensation because the employer failed to give him an opportunity to state his case before dismissing him after he received a poor rating in a flight simulator test [Grogan 2007:215].

Consequences of Poor Work Performance

Labour Relations article, Advice on Managing Poor Performance [2012:1], explains that acceptable level as usually, but not always documented in written performance standards and typically defined in terms of quality, quantity, or timeliness. Furthermore, the possible effects when poor work performance is not addressed, the following may occur, resentment and negative impact on those employees that are performing to a satisfactory standard. Then the performance of the individuals assists in accomplishment of the set standards for the organization.

According to Public Service Commission Toolkit for the Management of Poor Performance in the Public Service [2007:9], by failing to address poor performance, you are sending a clear message to other employees that they need not meet their performance expectations and they should not expect any consequence for their unacceptable behaviour. Apart from that taking action against one

employee does not lower morale amongst other employees. In fact, the opposite is true, often taking action leads to a more productive work environment.

LRA: Advice on managing poor performance [2012: 1], states that, poor performance has a negative impact on productivity and workplace effectiveness and in severe cases could lead to an increase of workplace accidents. On the other hand Jayasuriya [2011:1], also agrees that, “Performance can drive an organization towards success while poor performance may slow down its growth. Further states that failure to address poor performance could cause resentment and have a negative impact on those employees who are performing satisfactorily.

Possible Manner to Address Poor Work Performance

Interventions

LRA, Advice on Managing Poor Performance [2012:3], mentions that, when poor performance becomes apparent that an employee is not performing to the standards required it is important to identify the underlying causes for poor performance. Then in addressing poor performance, the article states that “Managing poor work performance should be part of an overall performance management process which also includes carrying out regular appraisals and identifying and meeting learning and development needs.

U.S Office of Personnel Management [1998:7], gives a process to addressing and resolving performance as a three step process, these three steps are,

- Step One: Communicating expectations and performance problems,
- Step Two: Providing an opportunity to improve
- Step Three: Taking action.

Cordner & Scarborough [2010:346-247] touches the importance of evaluating police performance and the reasons why it should also gives a list of uses for information pertaining to police performance. It is important that good performance is acknowledged and therefore there are processes of performance appraisal systems.

Cordner & Scarborough [2010:358] explains the methods of performance appraisal available as well the considerations. Workplace Info article [2003: 3], explains eight causal factors that are causes of poor performance and well as what remedial actions can be put in place to deal with the problem. These factors are the work environment, Work organization, Employment Conditions, Recruitment/Selection issue, Promotion, Job role unclear/communication issue, stress and Work group or peer group problems.

Paul Newman [2012:1] says that, “The most common reasons for this failure to communicate is that managers emotionally give up on their employees. Paul Newman [2012: 2] then tables three basically reasons for poor performance” being communication, conditions and consequences. Furthermore,

these three reasons by Paul Newman [2012: 3] helps to assess whether there is something standing in the way of good performance.

Grogan [2007:337] says, “When employees enter into contracts of employment, they impliedly undertake to work according to reasonable standards set by their employers. The standard of work is both quantitative and qualitative” Furthermore, if the employee fails to attain the standards set by the employer, the employer is entitled to terminate the contract. However, the SSSBC Annexure B SAPS agreement 3/2005 [2005:3] on management of poor performance gives the guide on how to deal with the situation whereby the supervisor engage the employee with a view to address the unsatisfactory/poor performance. Also, in cases where poor performance is as a result of misconduct, SAPS has a guideline which is a Discipline Regulation of [2006:8 (7) (1)] that deals with misconduct and poor performance.

Kroon [1995:316-317] mentions four levels of evaluation of training and development and the fourth level being the determinant for the effectiveness of training measured by the results of decrease in production costs, a decrease in accident rate and an increase in productivity. These four levels are, Reaction level, Learning level, Behaviour level and Result level.

LRA: Advice on managing Poor Performance [2012:1] also supports the validity of addressing poor performance by saying “Managing poor work performance should be part of an overall performance management process which also includes carrying out regular appraisal and identifying and meeting learning and development needs”.

In the Public Service Commission Toolkit [2007: 12] the following are the points are mention for effective management of poor performance, they are:

- Communicate expectations
- Observe and document performance
- Provide feedback, and
- Deal with performance that does not meet expectations

Cascio [1998:324-326] explains the secrets of effective performance feedback interviews as follows- the use of performance feedback at least in terms of company policies on the subject is widespread. Most companies require that appraisal results be discussed with employees.

Cascio examines briefly each of these important activities below.

- **Communicate Frequently** – research on the appraisal interviews at general electric indicated clearly that once-a-year performance appraisals are of questionable value and that coaching should be a day-to-day activity- particularly with poor performers or new employees.

- **Get Training in Performance Feedback and Appraisal interviews** – training allows raters to observe behaviour more accurately and fairly.
- **Encourage Subordinates to prepare**- research conducted in hospital among clerical workers and sales organizations has indicated constantly that subordinates who spend more time prior to performance feedback interviews analyzing their job responsibilities and duties, problems they encounter on the job and the quality of their performance are more likely to be satisfied with the performance management process, more likely to be motivated to improve their performance and more likely to actually improve.
- **Encourages Participation** – A perception of ownership – a feeling by the subordinate that his or her ideas are genuinely welcomed by the manager is related strongly satisfaction with appraisal entirely to subordinates.
- **Judge Performance not personality**- in addition to the potential legal liability of dwelling on personality rather than on the job performance, supervisors are far less likely to change a subordinate's personality than they are his or her job performance.
- **Be Specific and be an Active Listener** – by being candid and specific, the supervisor offers clear feedback to the subordinate concerning past actions.
- **Avoid Destructive Criticism**- destructive criticism is general in nature frequently delivered in a biting, sarcastic tone, and often attributed to poor performance to internal causes. It leads to three predictable consequences- (1) it produces negative feelings among recipients and can initiate or intensify conflict, (2) it reduces the preference of individuals for handling future disagreements with the giver of the feedback in a conciliatory manner, and (3) it has negative effects on self-set goals and on feeling of self-confidence.
- **Set Mutually Agreeable Goals**- they mobilize effort to accomplish higher levels of performance and that they foster persistence for higher levels of performance.
- **Continue to Communicate and Assess Progress Toward Goals Regularly**- periodic tracking of progress toward goals has three advantages- (1) it helps keep behaviour on target, (2) it provides a better understanding of the reasons behind a given level of performance and (3) it enhances the subordinate's commitment to perform effectively. In short tracking helps improve supervisor-subordinate work relationships, improving supervisor-subordinate work relations in turn has positive effects on performance.
- **Make Organizational Rewards Contingent on Performance**- If subordinates see a link between appraisal results and employment decisions regarding issues like merit pay and

promotion, they are more likely to prepare for performance feedback interviews to participate actively on them and to be satisfied with the overall performance management system.

Motivation

The other possible manner to improve performance is motivation and can play a big role in improving employee performance. Swanepoel et al [2000:353] defines motivation as the willingness to do something, and is conditioned by this action's ability to satisfy some need of the individual. Swanepoel et al [2000:355] mentions the hierarchy of needs and state that probably the best-known theory of motivation is Abraham Maslow's theory of hierarchy of needs.

Maslow's theory which postulates that within every person there exists a hierarchy of five needs. The five needs are:

- **Physiological needs-** these are associated with biological survival of the individual and species.
- **Safety needs-** include security and protection from physical and emotional harm
- **Social needs** – they include needs to belong, to be liked and for friendship.
- **Self-Esteem needs-** include internal mental states such as self-liking autonomy, achievement as well as external factors such as needs relating to status, recognition and attention.
- **Self-actualization-** this concerns the need to become what one is capable of becoming and includes needs relating to growth and development, achieving one's potential and self fulfillment.

Cascio [1998:299-300] in discussing managing for maximum performance as he need to manage performance effectively at the level of either individual or the work team subsequent lessons stay focused on the overall objective [a smooth, accurate server, for example] while recalling information about performance that builds on the foundation of earlier lessons. Cascio further discuss the alternative strategies for building employee trust and productivity, mentioning that to attract both domestic and foreign investment, it is critical for any nation to improve its productivity growth rate, relative to that of other industrialized nations.

As motivation Cascio says many firms proudly point to their productivity increases and claim that the increases are due to employees' working smarter, not harder. But in many other firms, managements fail to reward employees for working either harder or smarter. Furthermore, performance management requires a willingness and commitment to focus on improving performance at the level of individual or team every day. To practice sound performance management, managers must do the

same thing- provide timely feedback about performance, while constantly focusing everyone's attention on the ultimate objective [for example world class customer service].

Cascio further examines three popular categories of motivation theories. Cascio at taking a closer look at all theories of human motivation revealed a common driving principle which is people do what they are rewarded for doing.

These categories being,

- **Motivational theories**

These Theories are, Needs Theories, Reinforcement Theories, Expectancy Theories and Goal-setting Theories. The needs theories focus on what motivates people, whereas reinforcement, expectancy, and goal setting theories describes how to motivate people.

- **Rewards that motivate behavior**

Cascio says rewards tend to reduce turnover and to increase loyalty to the company, furthermore there are a number of alternative strategies available to building employee trust and productivity.

- **Integration and Application of motivation theories**

Cascio [1998:300- 301] indicates three key areas of responsibility in order to coordinate and integrate human resource policy. These areas to energize employee motivation are;

- **Performance definition [Set Objectives]**

A manager who defines performance ensures that individual employees or teams know what is expected of them and that they stay focused on effective performance.

The three key elements of defining performance are,

- **Setting goals-** goal setting has proven track record of success in improving performance in a variety of settings and cultures.
- **Measures-** managers must also be able to measure the extent to which goals have been accomplished.
- **Assessment** – here is where performance appraisal comes in. Regular assessment of progress toward goals focuses the attention and efforts of an employee or team. If a manager takes the time to identify measurable goals, but then fails to assess progress toward them he or she is asking for trouble.

In a nutshell, to define performance properly, therefore, you must do three things well: set goals, decide how to measure accomplishment, and provide regular assessment of progress.

- **Performance facilitation [Provide Resources]**

Managers who are committed to managing for maximum performance recognize that one of their major responsibilities is to eliminate roadblocks to successful performance.

- **Performance encouragement [Provide timely rewards that are valued by employees]**

To encourage performance especially repeated good performance, managers must provide a sufficient number of rewards that employees really value, and do so in a timely and fairly manner. Do not bother offering rewards that nobody cares about, like a gift certificate to see a fortune teller. On the contrary, to determine the types of rewards employees' value, begin by asking people what is most important to them- for example pay benefits, free time, merchandise, or special privileges. Then consider tailoring your awards program so that employees or teams can choose from a menu of similarly valued options.

Smit et al [2011:384], says that improve employee performance motivation is one of the factors that directly affects employee performance, and managers can play a major part in the motivation off their employees. Furthermore, Smit mentions that nobody can motivate another person: motivation comes from within and motivation is an inner desire to satisfy an unsatisfied need.

Smit et al [2011:387-392] concurs with Swanepoel by also discussing content theories associated with the researchers such as Abraham Maslow's hierarchy of needs and Hertzberg's two-factor theory and McClelland as motivators that people need to be satisfied and the factors that influence individual behaviour. According to this perspective, people have needs that they wish to satisfy and they direct their behaviour towards satisfying these needs [Smit et al 2011:387].

Below is the diagram illustrating the model of Maslow' hierarchy of needs as adapted from the book of Smit et al in accordance to the importance of each and every need in the hierarchy. The diagram indicates that the needs are categorized according to higher order of needs and lower order of needs. This basically shows the level of importance of these categories. The five levels of the hierarchy might not be the only needs employees need for optimal performance however they are the common basics of every human individual to survive.

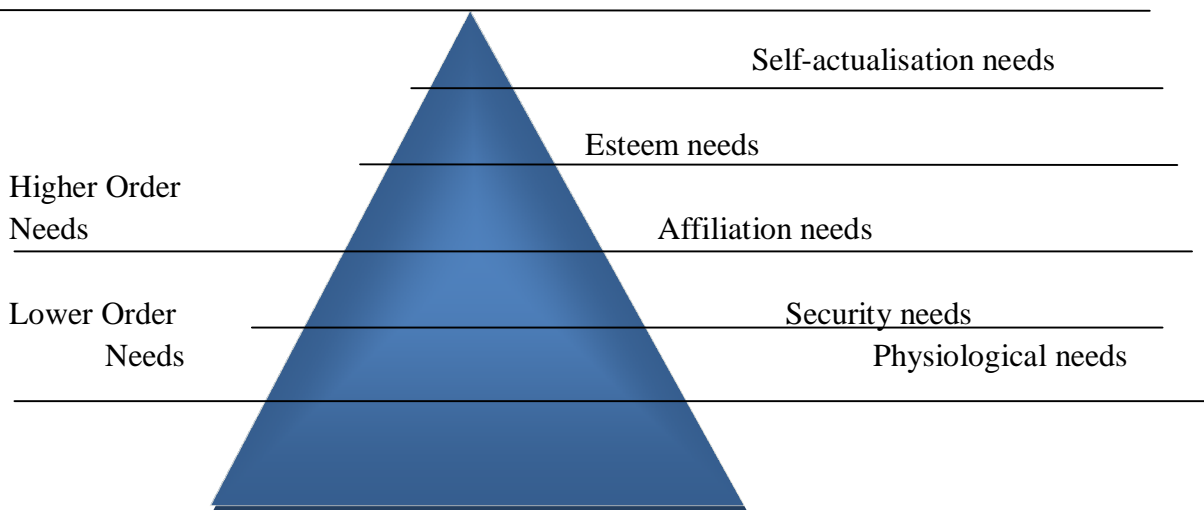


Figure 2.9.1 Maslow's hierarchy of needs model

Smit et al [2011:389]

On the other hand Smit et al [2011:389-390] discussed the Herzberg's two factor theory. Smit mentions that in the 1950s, Frederic Herzberg studied the relationship between job satisfaction and productivity within a group of about 200 accountants and engineers. Herzberg found that the factors leading to job satisfaction were separate and different from those leading to job dissatisfaction- hence the term 'two-factor model'. He termed the sources of work satisfaction 'motivator factors'. These factors include work itself, achievement, recognition, responsibility, and opportunities for advancement.

The diagram below illustrates the theory by Herzberg:

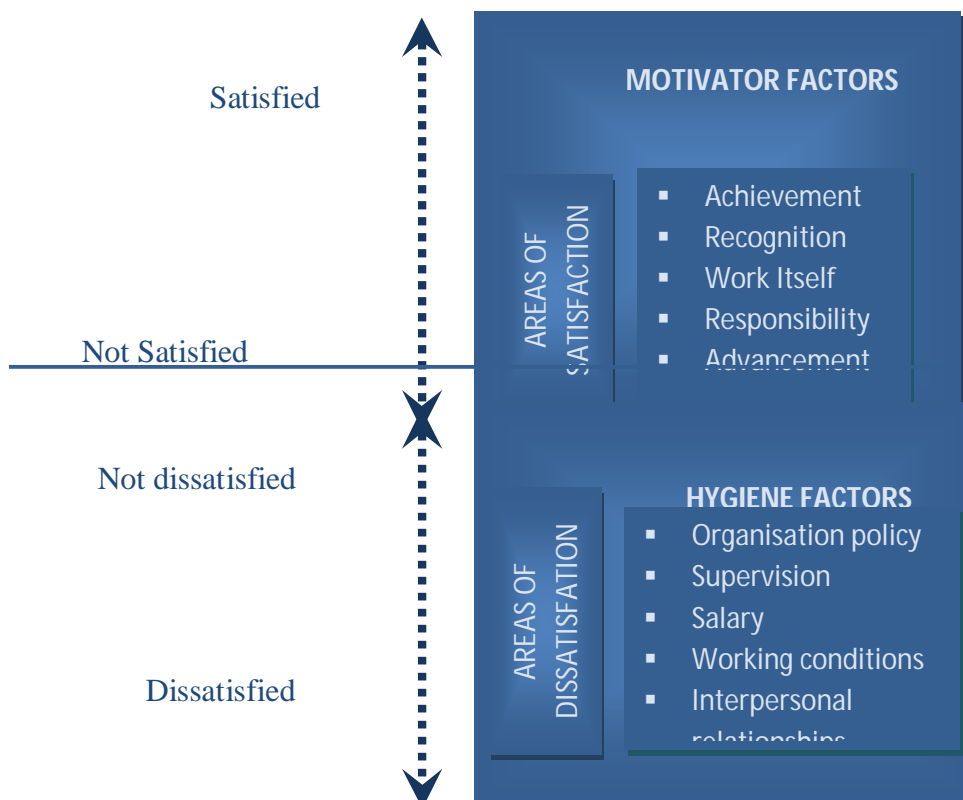


Figure 2.9.2 Model of Herzberg's two-factor theory

Source: Smit et al [2011:390]

Smit et al [2011:399] mentions two other motivators such as-

- **Money as a motivator**, and
 - Smit says management theories often downplay the role of money as a motivator.
 - Instead, they place more emphasis on the importance of factors such as challenging jobs, recognition for achievement, and opportunities for personal growth and creativity in the workplace.
 - Furthermore, researchers of human behaviour agree that these factors
- **Designing jobs that motivate.**
 - Smit et al says "Organisations should design work in such a way that greater scope for personal achievement and recognition is built into the job.
 - The following three concepts are discussed further. They are-
 - Job enlargement**- involves horizontal workloading adding a greater variety of tasks to an existing job.
 - Job enrichment** – the concept of vertical workloading (job enrichment) can probably be attributed largely to Herzberg's findings and recommendations regarding the two-factor model. Job enrichment is illustrated below implying the addition of work activities [Smit et. Al 2011:400].

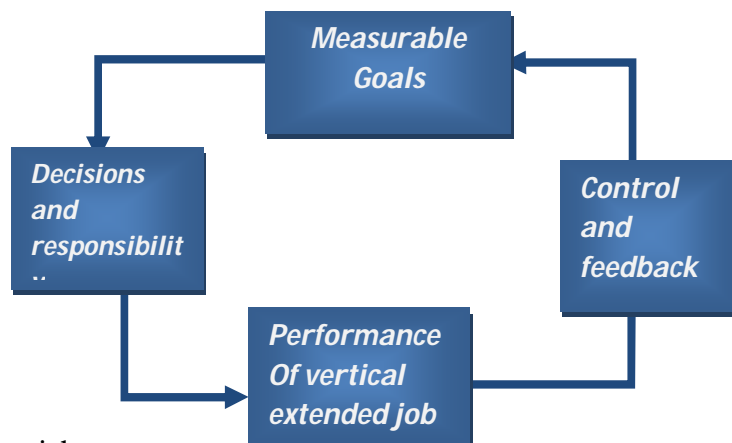


Figure 2.9.3 Job enrichment

Source: Smit et al [2011:400]

Job enrichment can really be beneficial to the employees to avoid boredom and making the employee stagnant because there are no challenges in what the member is doing. This concept of job motivator opens opportunities for members to excessive their potential and creativity.

- **Job characteristic model**- developed by Hackman and Oldham suggests that certain core job dimensions create critical psychological states which lead in turn to certain beneficial personal and work outcomes [Smit et. al 2011:401]. The model recognises that these relationships are strongest among employees who have a high need for personal growth and development.

Smit [2011:402] further illustrate in following diagram the five core dimensions in the model.

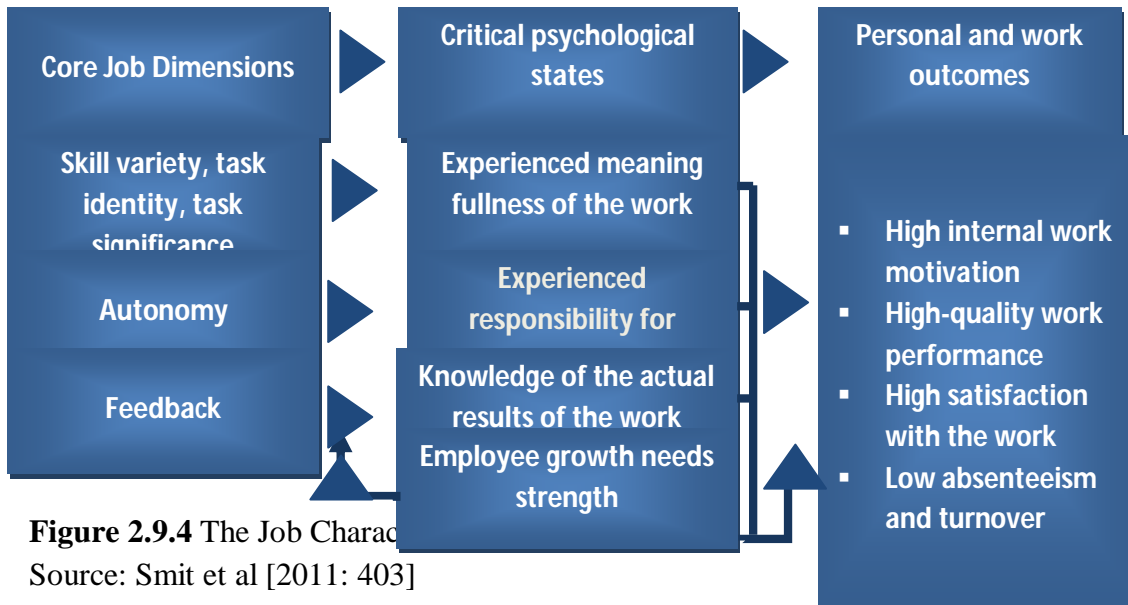


Figure 2.9.4 The Job Character
Source: Smit et al [2011: 403]

Dismissal for Poor Performance

Dismissal basically means getting rid of the person in the organisation due to any reason believed to be necessary for the situation at hand. The Labour Relations Act and Company regulations give the guide on what to be done to members when they do not adhere to the organisations prescripts. This stage is the last resort when all has been done to try to rehabilitate the poor performer.

South African Police Service has agreements and disciplinary procedures that guide the process of employee dismissal for poor performance. However, a member is guided first to investigate the reasons for the poor performance then an intervention is put in place to assist where necessary. Dismissal is done after the period agreed upon has lapsed and there is no change on the member's performance.

Grogan [2007:209] says the Labour Relations Act provides that the dismissal is justified if the employer can prove that the reason was fair and that it was related to employee's conduct or capacity or based on the employer's operational requirements. Grogan discuss three types of employees in this subject- Probationary Employees, Tenured Employees and Unsuitability and incompatibility [Grogan 2007:211-216].

Grogan [2007:211] makes distinction between probationary employee and others for the purposes of dismissal for poor work performance as per item 8 of the Code of Good Practice. At Common Law, probationary clauses gave employers absolute power to terminate the contract during the probationary period, provided the stipulated notice was given. However, under the LRA employers are required to justify the dismissal of probationary employees in much the same way as they are required to do in the case of any other employees, with the possible proviso that the courts may be disposed, in the case of the dismissal of a probationary employee, to accept reasons slightly less compelling than they would require in the case of employees longer standing [Grogan 2007:211].

LRA [2008:187] Labour Relations Act, No 66 of 1995 schedule 8 under section 9 stipulates clearly the guidelines in cases of dismissal for poor work performance. Section 9(b) says, “if the employee did not meet a required performance standard whether or not-

- (i) the employee was aware, or could reasonably be expected to have been aware, of the required performance standard;
- (ii) the employee was given a fair opportunity to meet the required performance standard, and
- (iii) Dismissal was an appropriate sanction for not meeting the required performance standard.

In view of the above it becomes very clear that employees have a role to play to improve their performance hence earlier on Smit argued that motivation cannot be solely placed on managers only because motivation comes from within a person. The managers are there to assist the employees to perform better and to give guide where necessary. The role of motivation is up to a certain level to encourage the employees to do more and to perform according to the set standards. All the reasons though are considered to ensure that members are not unfairly dismissed. Grogan [2007:214] say, that the case law indicates that before action is taken against an employee on the ground of incompetence, warnings should be issued and recorded.

Conclusion

In each and every organization it is very imperative that the management take into consideration the issues pertaining welfare of the human resources. This is such a valuable asset for any company to be successful in performance. Employee poor performance should be regarded as a symptom to a bigger problem that is challenging the employees. Well motivated, satisfied individual needs and pleasant work environment automatically leads to high performance. Members that are well skilled and equipped with necessary physical resources determine how best the individual can contribute to the success of the company. Therefore, this becomes very important that managers need to recognize their staff contribution by constantly encouraging them no matter how little the effort contributed to win the employee trust thereby ensuring that the company values and ethics are kept.

Maslow hierarchy of needs Smit et al [2011:389] in diagram 2.9.1 stipulates clearly the expectations of each and every individual for their self fulfillment. Putting people first as per Batho Pele Principles is very much important for all managers to ensure that the staff feel the sense of belonging and are secured in their company. In turn that will eliminate chances of labour turnover intentions and absenteeism that will then increase production and rendering of services to the customers and the company or organization will obtain customer satisfaction thereby keeping the client happy.

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