



BUSINESS SCHOOL
BESIGHEIDSKOOL
SEKOLO SA KGWEBO

GROUP ASSIGNMENT

TOPIC: EMPLOYEES PERCEIVED EFFECTIVENESS OF THE PERFORMANCE MANAGEMENT SYSTEM IN A SELECTED ORGANISATION

The effectiveness of the performance management system depends on various factors. The critical factors are the accuracy of the performance management system, for example is PMS an accurate reflection of the work performance of individuals?. Secondly, is the performance management system fairly based on organisational justice principles?. Thirdly, is the effectiveness of PMS is also determined by the performance management behaviour of supervisors/line managers. Conduct a quantitative study to measure employees perceived effectiveness of the performance management system in a selected organisation. Your sample should include a minimum of 30 (thirty respondents, on non-managerial levels). Use the attached questionnaire for your cross-sectional survey. Only use simple descriptive statistics in your data analysis.

STRUCTURE OF YOUR ASSIGNMENT

- Title page
- Table of content
- Executive summary
- Introduction
- Background and problem statement
- Research questions
- Research objectives
- Literature review (theoretical-conceptual framework)
- Research methodology
- Research design
- Sample
- Measuring instrument
- Data analysis
- Results
- Discussion of results
- Managerial implications and recommendations
- Conclusion
- References list
- Appendices

TECHNICAL REQUIREMENTS

The bibliography should include at least 10 to 20 accredited academic sources used, e.g. peer-reviewed journal articles and / Organisational Behaviour- and/or Human Resource textbooks. Use recent peer-reviewed articles, preferably not older than 2017.

- Format: Arial 12 letter type; 1, 5 line spacing. The body of the report must be between **15-20** typed A4 pages, excluding the title page, table of contents, references list and appendices. Remember it is not about the volume, but the quality of contents.
- Sources must be acknowledged (within the text as well as in the bibliography) according to the Harvard method, 2020 version – see booklet from the library. Also, note the policy on plagiarism concerning the acknowledgement of sources, as explained in the study guide and the NWU website.
- The assignment must be submitted **electronically in MS Word format (please not in PDF format!!!!) on E-fundi**. No hard copies will be accepted. **Submission date: 25 September 2020**. The electronic version should include the body of the assignment and the summary of all data captured from the questionnaires. It is not necessary to scan the originally completed questionnaires into the assignment. **Please destroy the hard copies of the completed questionnaires after you have captured them.**

All the best with your assignment

Professor PA Botha



Letter to an employer to request approval to conduct a study for educational purposes only

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TO WHOM IT MAY CONCERN

The MBA and PgDip students have to do a group assignment on the topic: ***Employees perceived effectiveness of the performance management system in a selected organisation***. As part of the study, the students have to conduct a quantitative cross-sectional survey amongst employees (non-managerial) to measure their perceived accuracy, fairness of the performance management system and the performance management behaviour of their supervisors/line managers.

The research is for educational purposes only to enable students to acquire basic empirical research skills. The research will not be published or be available in the public domain. The questionnaires of respondents are confidential, and anonymity is guaranteed. The students will not attach the completed questionnaires in their research reports. Once the data has been captured and analysed, the students were instructed to destroy the questionnaires. Therefore, no ethical clearance or formal approval is needed to conduct the study.

Thank you for understanding and your willingness to participate in the study. Your contribution is essential for developing the research skills of our students.

Yours faithfully

A handwritten signature in cursive script, appearing to read 'Botha', written in black ink.

Professor PA Botha

ANNEXURE A: QUESTIONNAIRE

SECTION A: DEMOGRAPHIC INFORMATION

1. Gender

Male	Female
1	2

2. Age group

20 – 29	1
30 – 39	2
40 – 49	3
50 – 59	4
60 and older	5

SECTION B: PERCEIVED ACCURACY OF THE PMS SURVEY

What is your perceived accuracy of the PMS in your organisation?

Instructions: Using the response scale below, indicate your agreement or disagreement with each item. Make a cross in the appropriate box. Please answer all the questions honestly and accurately by making a cross in the appropriate box. If you make a mistake, just draw a line through the cross and make a new cross in the selected box.

1	2	3	4	5	6	7
Strongly disagree	Moderately disagree	Slightly disagree	Neither agree nor disagree	Slightly agree	Moderately agree	Strongly agree

No.	Statements	Strongly disagree	Moderately disagree	Slightly disagree	Neither agree nor disagree	Slightly agree	Moderately agree	Strongly agree
Performance Planning Accuracy								
1	The performance plan based on PMS gives a clear idea of what is expected of me to meet departmental goals.	1	2	3	4	5	6	7
2	The performance plan helps me focus my efforts through the identification of goals (and/or behaviours/skills) relevant to meet departmental goals.	1	2	3	4	5	6	7
3	My manager and I update my goals as the department's goals change	1	2	3	4	5	6	7
Feedback and Coaching Accuracy								
4	The ongoing feedback during the performance cycle gives an accurate assessment of how I am performing against planned performance.	1	2	3	4	5	6	7
5	During the year, my areas for improvement are clearly pointed out to me.	1	2	3	4	5	6	7

No.	Statements	Strongly disagree	Moderately disagree	Slightly disagree	Neither agree nor disagree	Slightly agree	Moderately agree	Strongly agree
6	I receive the coaching I need during the year to achieve my goals (and/or improve my behaviours/skills) to achieve planned performance.	1	2	3	4	5	6	7
Performance Review Accuracy								
7	Annual feedback during a performance review is an accurate representation of the ongoing feedback during the performance cycle.	1	2	3	4	5	6	7
8	My goals (behaviours/ skills) are accurately rated as part of the review process.	1	2	3	4	5	6	7
9	My annual performance review is very objective in assessment of my annual performance against planned performance.	1	2	3	4	5	6	7
Outcomes accuracy								
10	Performance review results in an accurate performance rating.	1	2	3	4	5	6	7

No.	Statements	Strongly disagree	Moderately disagree	Slightly disagree	Neither agree nor disagree	Slightly agree	Moderately agree	Strongly agree
11	My PMS outcomes (compensation, promotion, reward and/or recognition) are linked to my performance rating.	1	2	3	4	5	6	7
12	My annual performance review is directly related to my PMS outcomes (compensation, promotion, reward and/or recognition).	1	2	3	4	5	6	7

SECTION C: PERCEIVED FAIRNESS OF THE PERFORMANCE MANAGEMENT SYSTEM SURVEY

What is your perceived fairness of the performance management system in your organisation?

Instructions: Using the response scale below, indicate your opinion on each item. Please answer all the questions honestly and accurately by making a cross in the appropriate box. If you make a mistake, just draw a line through the cross and make a new cross in the selected box.

1	2	3	4	5
Not at all	To a small extent	To a moderate extent	To a great extent	To a very great extent

Components of Organisational Justice Measurement Items		Not at all	To a small extent	To a moderate extent	To a great extent	To a very great extent
Procedural justice						
The following items refer to the performance management system used to arrive at your performance assessment. To what extent:						
1	Have you been able to express your views and feelings during the implementation of the performance management system?	1	2	3	4	5
2	Have you influenced the performance assessment arrived at by the performance management system?	1	2	3	4	5
3	Has the performance management system been applied consistently?	1	2	3	4	5
4	Has the performance management system been free of bias?	1	2	3	4	5
5	Has the performance management system been based on accurate information?	1	2	3	4	5
6	Have you been able to appeal against the performance assessment arrived at by the performance management system?	1	2	3	4	5
7	Has the performance management system upheld ethical and moral standards?	1	2	3	4	5
Distributive justice						
The following items refer to your performance assessment. To what extent:						
8	Does your performance assessment reflect the effort you have put into your work?	1	2	3	4	5
9	Is your performance assessment appropriate for the work you have completed?	1	2	3	4	5

Components of Organisational Justice Measurement Items		Not at all	To a small extent	To a moderate extent	To a great extent	To a very great extent
10	Does your performance assessment reflect what you have contributed to the department?	1	2	3	4	5
11	Is your performance assessment justified, given your performance?	1	2	3	4	5
Interpersonal justice						
The following items refer to the interpersonal behaviour of the line manager/supervisor who implements the performance management system. To what extent:						
12	Has he/she politely treated you?	1	2	3	4	5
13	Has he/she treated you with dignity?	1	2	3	4	5
14	Has he/she treated you with respect?	1	2	3	4	5
15	Has he/she refrained from improper remarks or comments?	1	2	3	4	5
Informational justice						
The following items refer to the line manager/supervisor who implements the performance management system. To what extent:						
16	Has he/she been candid in his/her communications with you?	1	2	3	4	5
17	Has he/she explained the performance management system thoroughly?	1	2	3	4	5
18	Were his/her explanations regarding the performance management system reasonable?	1	2	3	4	5

Components of Organisational Justice Measurement Items		Not at all	To a small extent	To a moderate extent	To a great extent	To a very great extent
19	Has he/she communicated details of the performance management system promptly?	1	2	3	4	5
20	Has he/she seemed to tailor his/her communications to individuals' specific needs?	1	2	3	4	5

SECTION D: PERCEIVED PERFORMANCE MANAGEMENT BEHAVIOUR SUPERVISOR/LINE MANAGER SURVEY

What is your perceived performance management behaviour of your supervisor or line manager?

After reading each statement, please rate the person you are evaluating in terms of how frequently your manager or supervisor engages in performance management behaviour. Indicate your answer by selecting the description that best represents your observation and or experience. The descriptions range from rarely/never, once in a while, sometimes, fairly often, and very frequently/always. There are no right or wrong answers. The correct answer is the answer that expresses your honest observation or experience. Please make a circle or cross in your answer.

Statements		Rarely/never	Once in a while	Sometimes	Fairly often	Very frequently/always
Process of goal setting						
1.	Ensures that performance goals are linked to the strategic or operational goals of the department	1	2	3	4	5

Statements		Rarely/never	Once in a while	Sometimes	Fairly often	Very frequently/always
2.	Participatively sets goals	1	2	3	4	5
3.	Assists others in setting specific and measurable performance objectives	1	2	3	4	5
4.	Assists others in developing action plans that support performance goals	1	2	3	4	5
5.	Encourages others to set challenging yet attainable goals	1	2	3	4	5
Communication						
6.	Has a communication style that causes others to become defensive*	5	4	3	2	1
7.	Is a good listener	1	2	3	4	5
8.	Is approachable and available to talk with others	1	2	3	4	5
9.	Provides more positive than negative feedback	1	2	3	4	5
Feedback						
10.	Give others timely feedback about their performance	1	2	3	4	5
11.	Give others specific feedback about what is good and bad about performance	1	2	3	4	5

Statements		Rarely/never	Once in a while	Sometimes	Fairly often	Very frequently/always
12.	Assists others in their career planning	1	2	3	4	5
13.	Gives honest feedback	1	2	3	4	5
14.	Explain how someone's behaviour affects him/her and the workgroup when providing feedback	1	2	3	4	5
Coaching						
15.	Shows other to complete difficult assignments and tasks	1	2	3	4	5
16.	Provides the resources needed to get the job done	1	2	3	4	5
17.	Helps identify solutions to overcome performance roadblocks	1	2	3	4	5
18.	Helps people to develop their skills	1	2	3	4	5
19.	Provides direction when it is needed	1	2	3	4	5
Providing consequences						
20.	Gives special recognition for exceptional performance	1	2	3	4	5
21.	Rewards good performance	1	2	3	4	5

Statements		Rarely/never	Once in a while	Sometimes	Fairly often	Very frequently/always
22.	Links recognition and/or rewards to performance	1	2	3	4	5
Establishing/monitoring performance expectations						
23.	Checks work for accuracy and/or quality	1	2	3	4	5
24.	Keeps people informed about changes, deadlines, or problems	1	2	3	4	5
25.	Communicates expectations relating to quality	1	2	3	4	5
26.	Monitors his/her own work performance	1	2	3	4	5
27.	Prioritises tasks and goals	1	2	3	4	5

* Items reverse-scored