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1. Executive Summary

Performance management is perceived to be the pillar of human resources management. Performance management is defined by Tardi (2019) as a business management instrument that assists managers monitor and assess employees' work. Performance management is utilized by managers to position the goals of a company in line with those of teams and employees with the intention to increase efficiency, output, and profitability. The introduction and implementation of a performance management system in any organization comes with expectations of achieving various key objectives regarding human capital management. These objectives include encouraging performance, assisting employees improve their abilities, structure a performance ethos, determining who qualifies for promotion, removing employees who are performing poorly, and helping applying business action plans. The tools and methods of performance management are top necessities for an effective performance system and the greatest challenging aspect of performance management is its implementation. Pulakos (2004:3) explains that effective performance management systems have a well-articulated process for accomplishing evaluation activities, with defined roles and timelines for both managers and employees. Employers use performance management to assist them to detect skills gaps to fill them with training. Pratap (2019) explains that the performance review system of Coca Cola contains the mid-year and year-end career considerations between the associates and the managers, and employees are motivated to pursue training through the annual performance review system.

2. Introduction

Performance management is perceived to be the pillar of human resources management. Performance management is defined by Tardi (2019) as a business management instrument that assists managers monitor and assess employees' work. Performance management is utilized by managers to position the goals of a company in line with those of teams and employees with the intention to increase efficiency, output, and profitability. The introduction and implementation of a performance management system in any organization comes with expectations of achieving various key objectives regarding human capital management. These objectives include encouraging performance, assisting employees improve their abilities, structure a performance ethos, determining who qualifies for promotion,

removing employees who are performing poorly, and helping applying business action plans. The tools and methods of performance management are top necessities for an effective performance system and the greatest challenging aspect of performance management is its implementation. Pulakos (2004:3) explains that effective performance management systems have a well-articulated process for accomplishing evaluation activities, with defined roles and timelines for both managers and employees. Employers use performance management to assist them to detect skill gaps to fill them with training. Pratap (2019) explains that the performance review system of Coca Cola contains the mid-year and year-end career considerations between the associates and the managers, and employees are motivated to pursue training through the annual performance review system. This assignment will focus on the perception of effectiveness of the performance management system by employees of the South African Breweries. A quantitative study will be conducted to measure how employees of the South African Breweries perceive the effectiveness of the performance management system in the company they work for. A self-administered questionnaire for a cross-sectional survey was given to a sample of 30 employees on a non-managerial level. A simple descriptive statistic will be used to analyse data.

3. Background and problem statement

Considering today's highly competitive and dynamic business world- employees have become the most important resource to many organizations. This dynamic nature of business has elevated the need for driven, motivated, energetic, and creative employees who ensure survival of the organization through the competencies, skills, and knowledge they possess (Ngwa *et al.*, 2019:1-2). The effectiveness and efficiency resulting from the application of these competencies, skills and knowledge is described as the employee's performance. Ngwa *et al.* (2019:6) defines employee performance as the fulfilment of a duty by an employee as directed and evaluated by a senior. Every employee in the workplace is assigned duties that they are expected to fulfil as part of an employment contract agreement- the quality, quantity as well as effectiveness produced upon executing these duties is regarded as performance. Performance is basically concerned with the results obtained upon fulfilment of a duty by an employee.

Regardless of education level and service period, employees sometimes hesitate to put effort in their work, some display high performance at the beginning of their employment which then fades over time while others strictly perform prescribed work and do not go the 'extra mile'. This type of employee behaviour puts organizations at a competitive disadvantage because it reduces creativity, restricts invention as well as improvement within the organization (Ngwa *et al.*, 2019:3). To address these challenges employee performance must be managed to foster accountability and employee improvement over time. Performance management involves monitoring the performance of an employee with reference to pre-set specifications or standards of their duties over a specific length of time (Paile, 2012:5). It is about establishing performance criteria, dimensions and/or deliverables and is linked with evaluating the quality, quantity as well as the proficiency of employees when executing duties. The main purpose of performance management systems (PMS) is to align employee behaviours with organizational goals (Quresh *et al.*, 2010:1856). There are different types of PMS including performance appraisals, project evaluation reviews as well as employee self-assessments.

According to Quresh *et al.* (2010:1856) psychological, behavioral as well as managerial factors hinder proper implementation of PMS. Pulakos (2004:1) states that performance management is a distinctive and intimidating process to both employees and managers. This writer opines that managers may be hesitant to be honest with employees due to fear of retaliation while employees often regard managers as unskilled, these two parties therefore view PMS as time consuming rather than as an important process. According to the Techfunnel website (2020) 51% of employees perceive annual performance reviews as inaccurate, biased and discouraging because a single review cannot capture all the events that took place in the reviews specified period; 5% of HR leaders perceived performance reviews satisfactory while 95% of managers found these reviews unsatisfactory. The statistics further showed that 90% of the reviews had an impairment effect on employees due to their intensity on the brain and emotions.

Despite these challenges and statistics, organizations persist using PMS. According to their website, The South African Breweries (SAB) - a producer of alcoholic

beverages- is a part of AB InBev family. SAB is the 'second largest brewer in the world' today and was founded by Charles Glass in 1888. The performance of employees at SAB is managed using the 360- and 180-degree appraisals which are a type of PMS used to evaluate and reward employee performance. The type of system applicable to an employee is dependent on the position they hold in the organization. The 360-degree appraisal is applicable to employees in executive or higher managerial positions while the 180-degree appraisal is applicable to lower positions. With this system employees rate their own performance; the difference is that employees using the 360 degree appraisal have to nominate other employees or clients to assess their performance while with the 180 degree appraisal the employee is exclusively assessed by their direct line manager. In both systems directors have the final input and are the ones who decide if an employee deserves to be rewarded, needs to be developed or excused from their position. The problem associated with these degree appraisals at SAB, is that they are utilized annually and not continuously. This raise concerns as annual reviews often fail to capture all the events that took place in the reviews specified period as mentioned earlier. Also, since employees only get performance feedback once a year, they never know whether they are on the right track. As such, this study aims to investigate the views of employees in relation to the effectiveness of the 180-degree appraisal employed at SAB.

4. Research questions

Below are the research questions that will be used, they will help us understand what employees perceive about the 180-degree performance management system.

- Is the 180-degree appraisal effective?
- What are employee perceptions regarding the 180-degree appraisal?
- How do managerial factors impact employee performance?
- What role do managers play in the performance management of employees?
- How accurate are 180-degree appraisals? Are they fair?

5. Research objectives

The below research objectives are what we aim to achieve as a group when we approach this assignment.

- To explore the views of employees regarding the 180-degree appraisal
- To evaluate the impact of the 180-degree appraisal on employee performance
- To examine the fairness of the 180-degree appraisal
- To determine the relevancy of the 180-degree appraisal

6. Literature Review

The accuracy of performance management systems

(Yong Yoke, 2019) defined performance management as a systematic process that integrates various human resources activities with organisation objectives through performance achievement by its employees. The author further suggests that performance management systems (PMS) should not only assess employees but also assess the organisation, and rate what was accomplished in relation to predetermined targets. As defined by (Dorsey D and Mueller-Hanson R, 2017), performance management is the collection and use of judgements, ratings, perceptions, or more objective sources of information to better understand the performance of a person, team, unit, business, process, program or initiative in order to guide subsequent actions or decisions. The objective is to improve performance. According to (Modipane et al., 2019) the PMS cycle begins with clarifying expectations and ensuring that employees understand what is required of them. Secondary to that is providing feedback and compensation. The effectiveness of performance management systems is determined by how employees perceive accuracy and fairness of the process against predetermined targets. The effectiveness of the performance management systems (PMS) depends on various factors. (Forbes, 2017) highlights factors of an effective performance management system. They suggest that to improve quality, the performance management systems must be accurate and fair; efficient; elevate performance; use compensation as a by-product; use multiple data sources; and

include a formal development plan. The critical factor is however the accuracy of the performance management system. Forbes suggests that to ensure accuracy and fairness, multiple perspectives must be obtained instead of only taking the manager's biased view of an employees' performance. According to (Miller and Thornton, 2006) using a method called inter-rater reliability, which uses two appraisers for performance reviews, can determine accuracy. According to (Barth and De Beer, 2018) training employees on how they will be assessed and ensuring they understand creates confidence in the accuracy and fairness of the PMS. The authors suggest that there is a connection between performance management and training as it gives guidance on what is expected from employees.

Is the performance management fairly based on organisational justice principles?

According to (Nyam Joseph et al., 2019) organisational justice is concerned with the ways in which employees perceive fair treatment in the workplace and plays an important role in the determination of employee job performance. The theory of organisational justice is based on employee perception relating to distributive justice, procedural justice, and interactional justice. There is substantial research that shows that organisational justice and performance management are a major area of concern for both organisations and employees (Asadullah et al., 2017, Abdelaziz et al., 2017). Distributive justice refers to the perceived fairness of the outcomes received by an employee. When employees consider their organisation to be fair, they show positive behaviour in response to the treatment. When the outcome is perceived to be unfair, it can affect an individual's affect an individual's emotion. Procedural justice relates to the justice of the process itself and concerns the path of social exchanges which influences employee perceptions regarding their strong association with the work environment. Interactional justice encompasses the quality of interpersonal treatment an employee receives from the supervisor of a procedure during performance appraisal. (Nyam Joseph et al., 2019) (Mushtaq et al., 2019). Fairness is an ethical principle that speaks to how we treat one another in our social and economic interactions. Managers that seek to improve the fairness of relationships between the firm and employees may see positive effects on

organizational performance. Fairness is complex and it can be useful to look at fair outcomes, fair processes, and fair interactions (Mutuality in Business, 2016).

Organisational justice can further explain why employees retaliate against inequitable outcomes or inappropriate processes and interactions and that unfair procedures or treatments directly harm loyal employees (Ismail et al., 2018). As mentioned by (Nyam Joseph et al., 2019) organizational justice has an important role to play in the determination of employee job performance because when employees feel that justice is being done, they are more motivated and encouraged to enhance their general job performance. (Aguiar-Quintana et al., 2020) reiterates by saying because performance management practices are an interactive process between employees and the managers, understanding organisational justice can help human resource departments understand how it affects employee behaviour and influences performance.

The effectiveness of PMS and the performance management behaviour of line-managers

The success of any performance management system depends on the commitment and involvement of the human resources department, the line manager and the employee. According to (Alfes et al., 2013) line manager behaviour measures the relationship between HRM and organisational performance. The authors further suggest that the line manager plays an important role in implementing and enacting the HR policies and that employees' look to line managers for this guidance. To effectively execute performance management processes, there must be assurance that line managers possess the correct attitude, competencies, and behaviour.

According to (Van Waeyenberg and Decramer, 2018) line managers perceive the performance management process as unnecessary chore and waste of time. This is caused by lack of skills for reviewing the performance of the employees, providing feedback, and identifying objectives along with them. This can be remedied by involving line managers in the design and development performance management processes; reduce pressure from the line managers by making the process continuous instead of an annual one; maintaining simplicity in the overall process; communicating with the line managers about the importance of performance management in driving

the organisational strategy; by highlighting performance management as a line management responsibility. In terms of the Ability-Motivation-Opportunity (AMO) model, the lack of skills in implementing performance management systems is the first challenge for line managers. When devolving human resource functions to line manager, it is of importance that line managers receive support based on their leadership competencies and as a means of motivation, reward line managers for their people management responsibilities (Michał Ujma and Tomasz, 2019). The AMO model ensures that line managers have the appropriate skills level, are motivated and involved in decision making.

7. Research methodology and Research design

This study implored a quantitative research approach. Research that is quantitative is considered a form of definite research involving samples and data collection procedures which are of a structured nature (Struwig and Stead, 2010).

A cross-sectional survey design has been utilised to collect data and to attain the research objectives. A cross-sectional design according to De Vos, Strydom, Fouché, & Delport (2011) allows for several groups of people to be surveyed at one point in time.

According to Cohen-Charash and Spector (2001), a cross-sectional survey enables the researchers to make comparisons between selected constructs from the sample group and establish the causality of variables at a specific point in time. Data will be collected anonymously through the utilisation of a structured questionnaire. This type of data collection approach is best suited as a cross-sectional sample would be less expensive to administer and is generally accepted as being useful when exploring the differences in the population at a specific moment while also taking a comparatively short period of time to administer (De Vos, Strydom, Fouche & Delport, 2011).

8. Sample

Data sampling is a statistical analysis technique used to select, manipulate, and analyse a representative subset of data points to identify patterns and trends in the larger data set being examined Margaret Rouse (2018). Furthermore, identifying and analysing a representative sample is more efficient and cost-effective than surveying

the entirety of the data or population. The South African Breweries is a huge organization that has global offices and breweries. With it being so large, it would mean that gathering information would be very time consuming and not cost efficient because we would need to use expensive software to gather information from everyone in the company. Therefore, sampling is very efficient and allows us to break down the sample to smaller groups and analyse it better. There are different types of sampling, we used convenience sampling which means that our data was collected from an easily accessible and available group. In our approach to understanding the 180degrees appraisal at the South African Breweries (SAB) we used simple random sampling that Seema Singh (2018) describes as each element has an equal chance of getting selected to be part of the sample. For example, we did a random selection of 30 employees at SAB from different teams, each employee had the equal chance of getting selected.

9. Measuring instrument

The information received from the questionnaire was utilised to obtain answers to the research questions posed. The electronic questionnaire was sent to the participants by email for completion. The measuring instrument/questionnaire consisted of the following four sections, section A - demographic information questionnaire, section B – perceived accuracy of the performance management survey questionnaire, section C – perceived fairness of the performance management system survey and section D – perceived performance management behaviour supervisor/line manager survey.

Section A - The demographic information questionnaire: this section of the questionnaire focused on obtaining the demographic information of the participants to aid in establishing participants' gender and age group.

Section B – perceived accuracy of the performance management survey questionnaire: this section contains 12 questions measuring the perceived accuracy of the performance management system within the organisation. This questionnaire consists of four sub-divisions, namely performance planning accuracy (questions 1 to 3), feedback and coaching accuracy (questions 4 to 6), performance review accuracy (questions 7 to 9) and outcomes accuracy (questions 10 to 12). Section B of the questionnaire utilised a seven-point Likert-scale which required participants to indicate

their responses taking into consideration that a response of 1 is considered as strongly disagree and 7 as strongly agree.

Section C – perceived fairness of the performance management system survey: this section contains 20 questions measuring the perceived fairness of the performance management system within the organisation. This questionnaire consists of four sub-divisions, namely procedural justice (questions 1 to 7), distributive justice (questions 8 to 11), interpersonal justice (questions 12 to 15) and informational justice (questions 16 to 20). Section C of the questionnaire utilised a five-point Likert-scale which participants used to provide their responses where a 1 response was not at all and a 5 response being to a great extent.

Section D – perceived performance management behaviour of supervisor/line manager survey: this section contains 27 questions measuring the participants perceived performance management behaviour of their supervisor/line manager. This questionnaire consists of six sub-divisions, namely the process of goal (questions 1 to 5), communication (questions 6 to 9), feedback (questions 10 to 14), coaching (questions 15 to 19), providing consequences (questions 20 to 22) and establishing/monitoring performance expectation (questions 23 to 27). Section D of the questionnaire utilises a five-point Likert-scale which participants used to indicate their responses with 1 being rarely/never and 5 very frequent/always. These items are also reverse – scored.

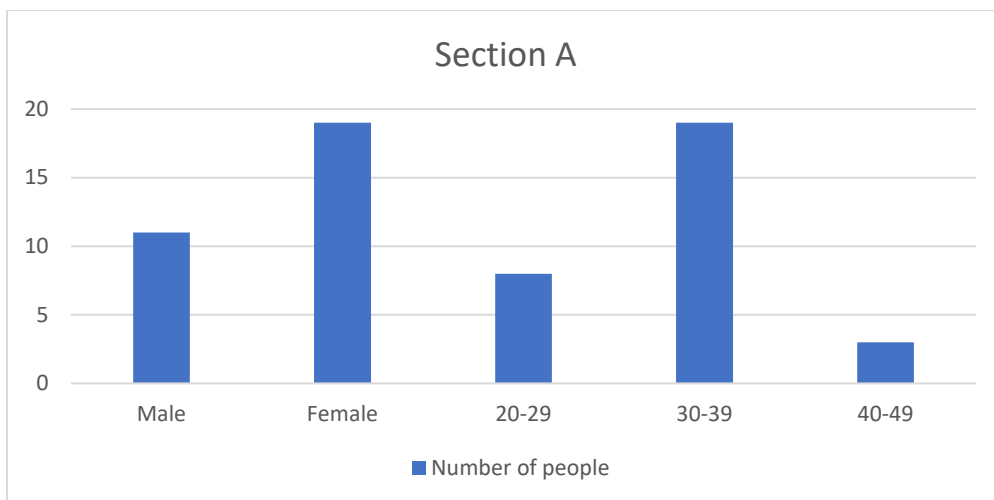
10. Data analysis, Results and Result Discussion

We conducted a survey where 30 employees within the South African Breweries (SAB) had to answer questions about what their perception of the effectiveness of the organization's performance management system is. Below we will look at the statistics from their answers.

Section A: Demographic information

Age group and gender	Number of people
Male	11

Female	19
20-29	8
30-39	19
40-49	3
50-59	0

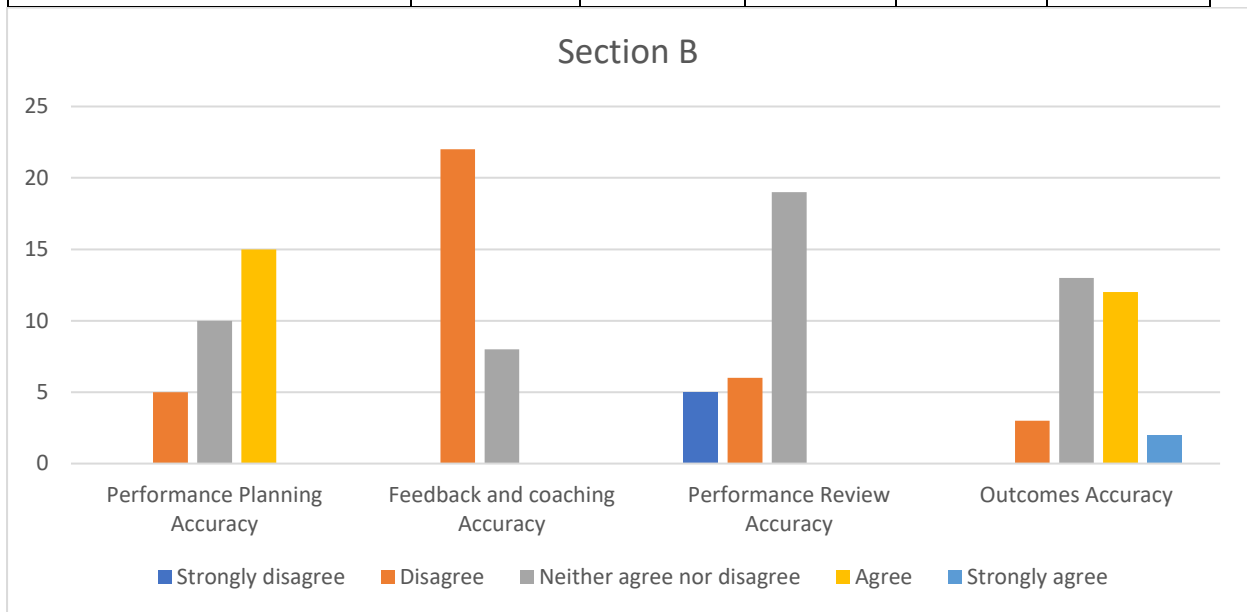


In the first section of the survey it was asked the age and gender of the respondents. There were more females than males who filled out the survey and it was because the company has more females. The age group that is most popular is age 30-39 and this shows that the company has more younger people than most organizations whereas the age group of 40-49 had less people because there are less people in that age group within the organization.

Section B: Perceived accuracy of the PMS Survey

Type of accuracy	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree

Performance Planning Accuracy		5	10	15	
Feedback and coaching Accuracy		22	8		
Performance Review Accuracy	5	6	19		
Outcomes Accuracy		3	13	12	2

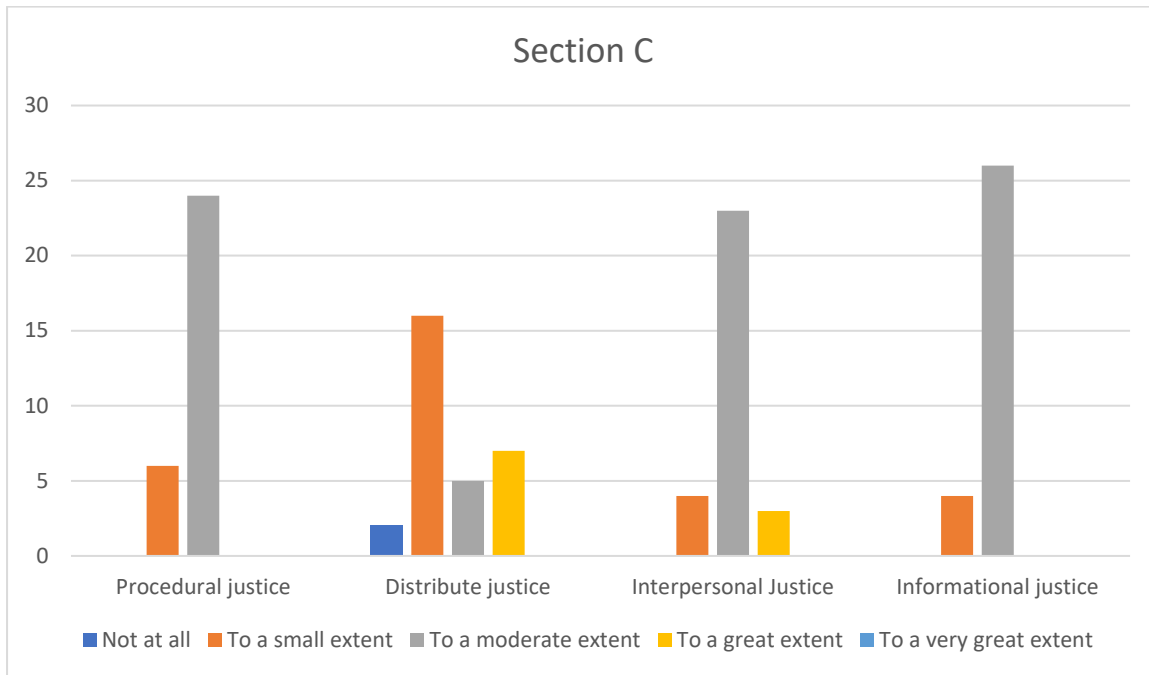


Section B of the survey looked at the perceived accuracy of PMS. From the above it shows that about half of the employees agree that there is proper planning that takes place when the PMS is about to start. This means that the organization prepares them in advance and properly explains the process. However, there are several employees that do not agree nor disagree that the performance plan helps them with focusing on their goals. This could mean that they are not sure of how their goals align with the PMS. There is also a small number that disagrees that planning is not done accurately.

Section C: Perceived fairness of the performance management system survey

Perceived Fairness	Not at all	To a small extent	To a moderate extent	To a great extent	To a very great extent
Procedural justice		6	24		

Distribute justice	2	16	5	7	
Interpersonal Justice		4	23	3	
Informational justice		4	26		

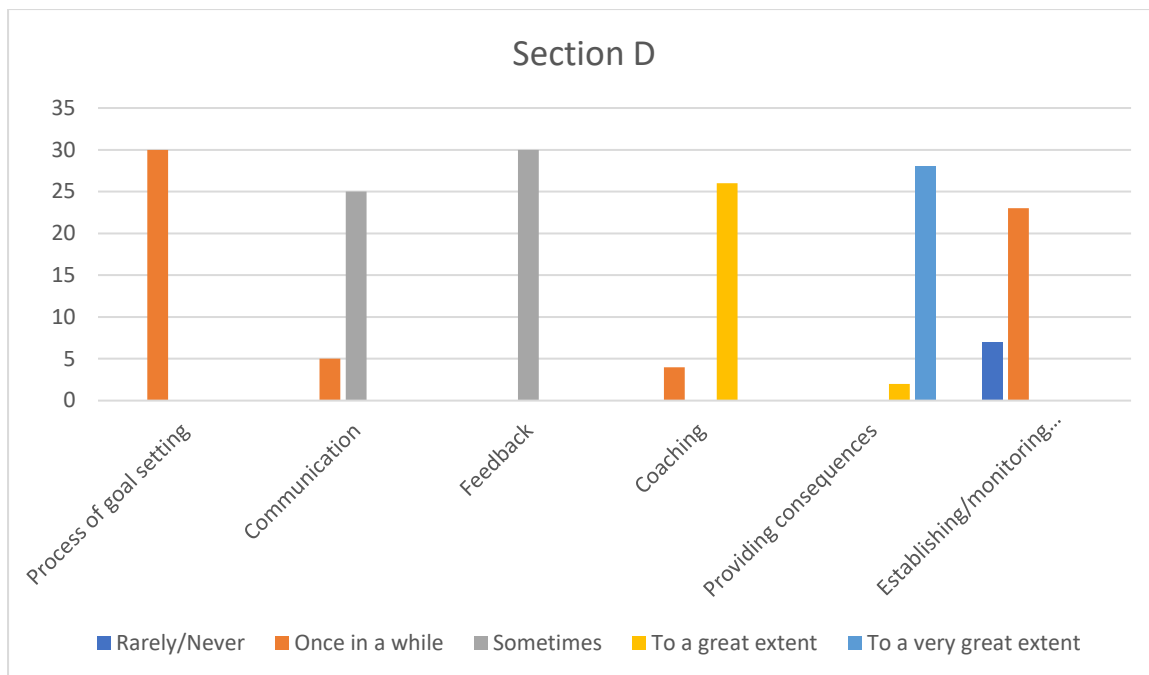


This section covered what employees thought of the fairness of the Performance Management System (PMS). From the above it is evident that most employees feel that fairness to in the PMS is not where they want it to be. Procedural justice covered if employees felt that they could express their feelings during the implementation of the PMS and if they felt that PMS has been free of bias. From the above it is evident that employees are not satisfied with the ethics and bias of the PMS. According to one respondent said that the information about PMS is properly shared however, he felt that employees are not free to fully to express themselves in it because of fear of what their line manager might think. The distribute justice section covers if employees feel that the performance assessment reflects the effort they put into their work; if the performance assessment reflects their contribution to the department and if their performance assessment is justified according to their performance. According to the chart above half of the employees feel that the PMS does not reflect their performance because it is a global guideline and not filtered to their individual performance. Contrast to that there is about a small amount who feel that their

efforts are presented in the PMS. The interpersonal justice refers to how the line manager is during the PMS review. Almost half of employees felt neutral about their line manager's conduct during the PMS assessment, when talking to one of the employees she stated that she felt that some issues that are addressed by the line manager are more personal than work related. It focused more on how they fit into a team rather than work performance. The informational justice is how the line manager shares information to employees about PMS and from the above table you can tell that everyone feels that information was not shared properly. They felt that information was not shared equally, and some employees received different information.

Section D: Perceived performance management behaviour supervisor/line manager survey

Perceived performance management behaviour	Rarely/N ever	Once in a while	Sometimes	To a great extent	To a very great extent
Process of goal setting		30			
Communication		5	25		
Feedback			30		
Coaching		4		26	
Providing consequences				2	28
Establishing/monitoring performance expectations	7	23			



The line manager plays a huge role in the 180degrees appraisal because ultimately, they are the ones that set out the final rating. Therefore, it is particularly important that a line manager is aligned with his/her team. This section addressed the way in which line managers behave with regards to the PMS. When it comes to the process of goal setting, employees felt that the goals that they set with their line managers are not reflected in the PMS system. They also felt that they were limited to the way in which they can set their goals because the line manager would limit them and say it is not aligned with the company culture. Employees felt that it was not easy to approach the line manager because they were afraid that if they expressed how they felt it would affect their rating and that they would be viewed as 'complaining'. The communication is very structured, and everything happens in the time of the line manager and not the employee. The employees according to the survey felt that feedback is not given continuously and only when it is close to the Performance review time (May- July) and that prior to that there is no proper career planning. When it comes to coaching, they said the line manager was very efficient in providing support when it comes to the work. They agreed that they received support and direction when they did not understand work. They also said that their line manager did give them support in difficult work. When it comes to providing consequences, which is to explain rewards and give rewards and promotions to those employees that are doing well, employees agreed that it did happen and the rewards were explained well and everyone knew what the rewards were. Lastly,

huge number of employees said that once in a while the line manger communicates changes in the communication and once in a while checks the accuracy of the work because the organization has a principle of 'being an owner' therefore they said the line manger didn't believe in 'babysitting them'.

11. Managerial implications and recommendations

According to the above information gathered, employees feel that they are aware of the 180degree appraisal and that they understand the process well and how it is structured. However, they believe that there is still a lot of work that needs to be done so that there is continuous performance review rather than just three months and then you get a rating. As it stands the review happens in these phases:

- In March employees get notified about the performance review and it is explained how it will work.
- In April-May the site is live, and employees go into the site to complete their own appraisal (180-degree appraisal)
- In June, the employee has a one on one with their line manager so they align, and the line manager can let the employee know what areas he/she will need to improve.
- In July, all directors sit in a meeting and discuss employee's ratings and finalize the final score.
- In August, the employee gets feedback from the line manager on the final rating.

From the above cycle this rating process according to employees is not enough for their work to be evaluated. They believe that it is more on how you get along with the team, and how your line manager feels about you as an employee. Employees stated that before this process is done, there is no process that happens where they can be evaluated and told where to improve and assisted to improve before the actual performance review that begins April each year. It was also stated in the survey that the form that is filled out is based on how you feel you are doing and not based on actual results and is not backed on performance.

Below will make some recommendations:

- At the beginning of each year all employee work goals should be put in a system that the site opens the employee can fill in actual results, figures and numbers along with the current questions that they are already required to answer.
- Line managers should sit every three months with employees to evaluate if there are any areas that require improvement. This way when the actual performance review happens employees are aware of where they are and what they need to focus on.
- Employees felt that other directors having a say in their rating is not fair because they sometimes do not work with those directors, it is more about favouritism than work, therefore the rating should be influenced by the line manager.

12. Conclusion

In Conclusion, PMS permits managers/supervisors to monitor employee progress in meeting company or departmental objectives. However, PMS are not always effective as they are not always a true reflection of employee performance. A survey was able to assist us in getting data, and from that data we were able to measure the perception of performance review by employees. The measuring tool assisted us in putting together our results and being able to see the managerial implications and we were able to make recommendations.

The South African Breweries is a huge organization and according to the results from the survey, employees are not happy with how the rating happens because they feel that it is based on how you fit into the organization rather than how you perform. One can argue and say that maybe the company is looking for 'best people' and that is why their 180degrees appraisal is focused more on the individuals rather than the work. If this is the case, the organization should explain this clearly to its employees. The challenges we faced when collecting this data was that employees in the beginning were holding back in answering, however they did open and give their opinion. It is clear from the results that what employees perceive the performance review to be is not what it is, they want to be reviewed on their work and not how they fit into a team. The recommendation is that management and the organization should explain what their aim is with the 180degrees appraisal and add questions that are linked to figures and numbers.

Before the supervisor or manager assesses others' job performance, they form an impression about that person's overall merit, and this influences the way they evaluate the person's performance on different performance dimensions.

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