



THE EFFECT OF PERFORMANCE MANAGEMENT SYSTEMS ON
PRODUCTIVITY IN BOTSWANA: A CASE STUDY OF GABORONE CITY
COUNCIL WITHIN BOTSWANA'S LOCAL GOVERNMENT

Dissertation Manuscript

Submitted to Unicaf University in Zambia

In Partial Fulfillment of Requirements

for the Degree of

Doctorate of Business Administration (DBA)

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April, 2025

Approval of the Thesis

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THE EFFECT OF PERFORMANCE MANAGEMENT SYSTEMS ON PRODUCTIVITY IN
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Botswana's Government introduced a Performance Management System in the public sector so as to be in a position to effectively monitor, review, evaluate, develop acknowledge and reward good performance for public servants. However, it has transpired over the years that productivity within the public service is still not up to expected standards. This study explored the influence of the performance management system on organizational productivity with a particular focus on Gaborone city council within the local government of Botswana. An inquiry on the repercussions of the performance management system on organizational productivity at Gaborone City Council was conducted. Concurrent mixed research design was employed in the study so as to enhance the credibility of the research findings. Both the qualitative and quantitative research methods were applied simultaneously. Total sampling technique was employed in the study. Interviews and questionnaires were administered to the entirety of Gaborone city council management. The collected data was analyzed using SPSS Version 25.0 for the quantitative data and thematic analysis for the qualitative data. Possible causes or factors associated with poor productivity at Gaborone City Council were identified. This included low motivational level of employees, lack of funds, lack of vital skills to carryout duties, lack of managerial support, unattended welfare issues, lack of resources, inadequate departmental meeting and lack of collaboration between Head of departments. The effects or associated outcomes of poor productivity within Gaborone City Council were also determined. Such outcomes included: disgruntled community, set targets not met, need for rework, corruption, tarnishing of organization's image and the organization incurs extra costs. The study also determined the extent to which the performance management system used in the council affects organizational productivity. It was found that as far as the performance management system of G. C.C.is concerned there is no form of adequate coaching and mentoring to improve organizational productivity, no training and development programs in place, no adequate performance tracking, employees are not fully aware of what is expected from them and that there is resistance to change brought by PMD. The study also suggested possible ways of improving the performance management system in G.C.C. Some of the suggested solutions include building trust between supervisor and supervisee, encourage collaboration, regular performance reviews and feedback, need for strategic alignment, further training on performance management system or performance management and development, regular meetings to address critical performance related matters. Findings and conclusions drawn from the study have contributed to the body of knowledge and will not only benefit G.C.C. but also other councils within the Ministry of Local Government and Rural Development since they all operate under the same performance management system.

Declaration

I declare that this thesis has been composed solely by myself and that it has not been submitted, in whole or in part, in any previous application for a degree. Except where stated otherwise by reference or acknowledgment, the work presented is entirely my own.

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Dedication

I dedicate this hard work to all being my family, friends, colleagues and my supervisor who supported me throughout my studies.

Acknowledgments

First and foremost, I would like to thank the almighty God for the courage and strength he gave me throughout my study. The endless support by my wife, family and friends kept me going during tough times. Thank you, my wife, for being so understanding when I had to use our family resources in pursuit of my doctoral degree. I thank my little brother Kitso Mabina for always being ready to assist me with his IT knowledge, resources and time. Thank you to my initial supervisor, Dr Sylvia Atoko who played pivotal role in providing the critical guidance required to shape up my study. I really appreciate it.

My heartfelt gratitude goes to my current supervisor Dr Yasmine Bezzaz who came on board at the right time and tirelessly worked with me to complete my study in the limited duration. She was always prompted to provide her constructive feedback and guidance. Our endless skype meetings were of great benefit in my academic growth.

Thank you to the Ministry of Local Government and Lands for granting me the opportunity to pursue my study with Gaborone City Council. I sincerely thank all the managerial staff of Gaborone City Council who took part in my study.

I also thank the School of Doctoral Studies at UNICAF for the support and guidance they offered throughout my academic journey.

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List of Abbreviations

GCC	Gaborone City Council
OP	Organizational productivity
PMD	Performance Management and Development
PMS	Performance Management System Learning
SPSS	Statistical Package for Social Sciences

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CHAPTER 1: INTRODUCTION

Study Background

The presence of employees in a workplace carrying out their duties does not necessarily imply that they are doing meaningful work that contributes to organizational productivity. Productivity in an organization revolves around generating value in goods and services through effectively utilizing, managing relationships with, and ensuring access to resources (Pekuri, Haapasalo and Herrla, 2011). A Performance management system refers to a strategic and integrated management approach that monitors the performance of individuals, units, departments, and the organization at large so that it achieves a continuous and sustainable success by developing employees to improve their performance (Armstrong and Baron, 1998). To successfully realize organizational goals, a number of entities have decided to implement Performance Management Systems (PMS) in order to best manage the performance of their employees and eventually that of the entire organization. By the nature of their design, performance management systems are expected to provide direction and focus for employees to ultimately reach set business goals (Bhattachanya, 2011). Furthermore, Fletcher and William (2016) are of the opinion that if employees do not embrace cascaded goals, they will fail to appreciate their value and contribution to the organization's productivity; hence in most cases they will be left frustrated and may even behave unprofessionally. The abstraction of performance management is complex in the sense that, if it is not well set up, it will eventually affect other areas of business such as finance, production, employee satisfaction just to name a

few (Walker, Damanpour and Devece, 2011). It is therefore very important that the performance management system is given the necessary attention before other areas of business get affected by its shortcomings, resulting in inadequate productivity.

In 2017, Contacos-Sawyer conducted a study in Pennsylvania's small manufacturing sector with the intent to investigate how performance management systems, employee productivity and leadership styles employed by the chief executive officer affected each other. According to Contacos-Sawyer (2017)'s experience as cited by Belay et al. (2012) and Kimpland (2012), an improvement in the productivity of employees requires that there be proficient leadership, better planning, better communication and that the company is prepared to spend on the training and development of its employees so that they hold relevant skills and competencies to realize the goals of effective performance management systems and an improved productivity. By design Performance Management Systems should promote development or professional growth by empowering the workforce through developmental programs and procedures to improve their work (De waal and Van der Heijden, 2015).

In Turkana County a survey was carried out to find out to what extent performance management processes affect employee productivity in commercial banks. The inferences showed that, as a result of the critical components of performance management operations such as employee appraisal, performance review, training and career development and reward systems, there is an outstanding relationship between performance management processes and the productivity of employees (Kibichii, Kiptum and Chege, 2016).

Studies have shown that, in Botswana's public service, a number of preceding performance enhancement programs have failed to adequately address new state of affairs and

emanating difficult tasks of the current times (Sisa, 2014). In 1999, because of continuous disappointing performances by the Botswana public sector, the government of Botswana introduced performance management systems (Sisa and Naidoo, 2017). Performance that does not meet certain standards or falls short of reaching predefined performance outputs, is usually regarded unsatisfactory performance as it leads to low productivity.

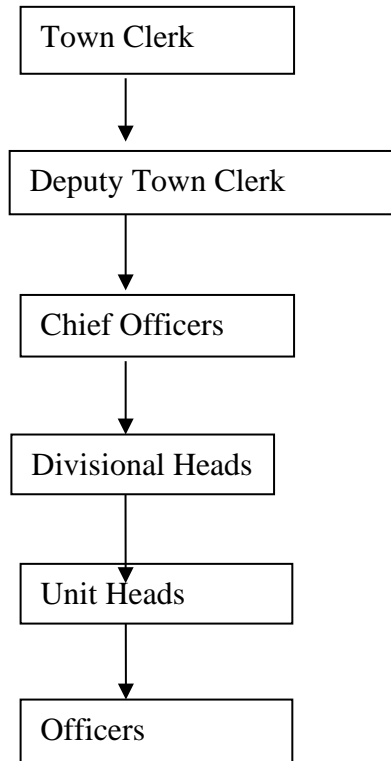
Indices communicate that Botswana as a country in Southern Africa is highly rated in the rule of law, good governance, democracy but on the contrary is poorly rated in productivity levels and work ethics (Sisa and Naidoo, 2017). Despite having a healthy growing economy and political stability, the poor ratings in productivity levels and work ethics play an important role in making foreign investors reluctant to set up business or invest in the country. It is therefore important that issues of productivity and employee performance are well managed within the public sector which the local government is part of as they have a direct impact in providing a conducive environment for the private sector to function to its best ability.

Employment in Botswana is provided by the Central government, private sector, Local government, parastatals sector, non-government entities, private households, Ipelegeng, self-employment in non-agriculture related entities and piece jobs (Statics Botswana, 2020). The country is considered a middle-income country. The local government of Botswana comprises of 16 councils which use the same performance management system. Among the 16 councils, there are two (2) city councils, four (4) town councils and ten (10) district councils. Gaborone city council is one of the two city councils. It is situated in the capital city of the country of Botswana.

Gaborone city council is made up of around 1700 employees. The author has ranked the following positions within the city council as follows:

Figure 1

Positions within the City Council



The mandate of Gaborone city council and all other councils is to carry out development programs and services at a local level. Councils are independent institutions which uphold local democracy and governance and at the same time advance and support the social welfare and economic empowerment of the less privileged members of the community (Government of Botswana, 2021). Gaborone city council is made up of the following departments:

Local Government Finance and Procurement

Local Government and Development planning

Local Government Technical Services
 Community Development
 Urban and Rural Development
 Corporate services

Some of the services offered by Gaborone city council include;

Children in need of care
 Destitute Allowance
 Old age pension fund
 Issuing of trade licenses and early childhood day care Centers
 Servicing of internal roads
 Servicing of streetlights and traffic lights
 Ipelegeng- unemployment relief

There is limited knowledge as far the effectiveness of P.M.S. at Gaborone City Council is concerned. The study is expected to provide an insight on possible ways of improving the currently used P.M.S. so that organizational productivity at G.C.C. is improves. Existing research gaps on the need to conduct further studies on the impact of P.M.S.in the public sector will also be addressed by the study.

Statement of the Problem

The public service of Botswana is often accused of unsatisfactory performance. Public organizational productivity has become a matter of interest in Botswana. In Botswana there are no studies or limited studies that have been conducted to determine the effect of performance management systems on organizational productivity hence the need to conduct such a study. Therefore, the intention of this investigations to establish the effect of performance management

systems on organizational productivity in the case of Gaborone City Council within the local government. The focus of the study is Gaborone City Council because of its proximity to the researcher. Another reason is that being the largest council, inferences drawn may also apply to other councils which are smaller.

Sisa, Naidoo, van der Westhuizen and Hope (2022) cited Botswana Budget speech report of 2021 with stated that, the public service is reckless and careless with resources and has resulted in the country rated incompetent in service delivery and work ethics. It has been a concern over years that the quality of service delivery in the public sector is unsatisfactory and as result the government of Botswana is not competitive enough in the when compared with international markets (Tshukudu, 2020). Furthermore, despite efforts and measures taken by the government to improve service, the public has continued to raise concern and displeasure about poor service delivery offered by the Botswana government. According to Tshukudu (2020), Gaborone City Council also faces issues of poor service delivery despite the government of Botswana having introduced performance management programs to the public sector. Both the central and local government is accused of unsatisfactory service delivery. It is well known by public servants that their service delivery to citizens is unsatisfactory and that the Directorate of Public Service introduced Performance Management System so as to improve service delivery (Bester and Hofisi,2019)

In the 2017 report made by The World Economic Forum's on Global Competitiveness, Botswana was rated 64 among the 138 countries that were assessed, based on poor work ethics and bureaucracy which was counterproductive in accordance to the analysis made (Sisa and Naidoo, 2017). According to Sisa and Naidoo (2017), Botswana is rated exceptionally high in

indices that measure good governance, good rule of law and stability, but on the other hand it is dismally rated in productivity ranks and work ethics. It is important for a developing African country like Botswana to have effective and efficient performance management systems in place that have a positive bearing on productivity in the country. The government, through its public servants should provide a conducive environment for the private sector to function accordingly.

Africa's Public Service Delivery and Performance Review article (Fatile, 2014) explored the degree to which performance management practices have an impact on performance and productivity in public sector organizations in Africa. One of the author's findings is that performance management systems used in African countries are outdated and consequently, there is very minimal or no accountability at all public servants with respect to their performance, leading to challenges in measuring the latter in relation to strategic objectives. Munzhedzi (2011) conducted a study to find out if performance management systems play a part in the improvement of productivity within the public service in the case of the department of the Local government and housing in South Africa's Limpopo province. The major recommendation made by the author was that employees should be made to understand how their individual productivity contributes to departmental productivity.

With regard to the mentioned research gaps, it is therefore important that at the end of the study, the effectiveness of P.M.S. in the public sector especially Gaborone City Council is addressed.

Purpose of the Study and Research Aims

Purpose of the study

The purpose of the study is to investigate the effect of performance management systems on productivity in the case of Gaborone City Council within the Local government's public sector of Botswana. With the use of both quantitative and qualitative research methods, the study will provide an in-depth investigation on the subject of interest. Productivity within any organization is known to be dependent on the performance management system that is in use. It is believed that with a sound, efficient and effective performance management system in place, organizational productivity will be positively influenced. Every organization wants to have its productivity levels as high as possible. Under normal circumstances and also as an expectation, performance management systems should provide a strategic guide that outlines the desired results and behavior associated with successful realization of the strategic goals.

Hence it is the motive of the research study to determine to what degree is the performance management system used in Gaborone city council affecting its productivity. Ever since the introduction of performance management systems in the public sector within the government of Botswana, performance is yet to reach performance standards that are expected (Sisa and Naidoo 2017). There is a critical association connecting performance management systems to service conveyance in the public sector. The study intends to determine the extent to which the performance management system that is currently used by all councils in the local government impacts productivity in the case study of Gaborone City council.

Research Aim

The aim of the research study is to investigate the effect of performance management system on productivity at Gaborone city council.

Objectives

Objective 1: To establish the impact of barriers to effective performance management system on organizational productivity at Gaborone city council.

Objective 2: To investigate how productivity is associated with the consequences of performance management system deficiencies at Gaborone City Council.

Objective 3: To assess the relationship between performance management system practices and productivity at Gaborone City Council.

Objective 4: To evaluate how performance management system can be improved at Gaborone city council.

Nature and Significance of Study

Nature of the study

The study was conducted at Gaborone City council. In Botswana, the public sector comprises of the central and local government. Within the local government there are 16 councils. Among the 16 councils there are two (2) city councils, four (4) town councils and ten (10) district councils. Out of all the 16 councils, Gaborone city council which is in the capital city of Botswana, is the largest with a workforce of 1862 employees. Gaborone city council like any other council in the local government, is an independent institution that is sanctioned to execute development programs and services within its community. Through decentralization and

semi-autonomy, local governments are expected to be productively efficient in their service delivery. Such services include primary education, building and maintenance of roads, primary health and community developments just to name a few. The main reason why Gaborone city council was the focus of the study over other councils was that in addition to its accessibility, being the largest council, inferences made from the study can apply to other councils which are smaller and have less local government responsibilities.

A mixed research method was applied in the study. Both questionnaire and interview data collection methods were employed in the study. The questionnaire made it possible to gather data in the absence of the researcher. With interviews, an in-depth investigation or inquiry on the subject matter of interest was carried out to enrich the quantitative findings from the questionnaire. The targeted sample was made up of all personnel holding supervisory positions within Gaborone City Council since they were responsible for managing performance and productivity within their units, departments and the organization at large. In total there were around 116 management or supervisory personnel in Gaborone City Council who were expected to constitute the sample to be studied. The research study was conducted in such a manner that any possible risk or any form of unethical conduct that may yield harm to respondents was curbed at all costs. Through strict adherence to ethical principles of research, the safety of participants was secured. Quantitative data was collected through the questionnaire and analyzed using the Statistical Package for Social Science (SPSS) version 25.0 software. Thematic analysis was employed to scrutinize qualitative data collected from the interviews.

Significance of Study

The research study is important because it has contributed to the vast body of knowledge as far as performance management systems are concerned in the case of Gaborone City Council within the local government in Botswana. It was of critical importance that at the end of the research study, the ongoing challenges of inadequate organizational productivity are sufficiently addressed with a sound performance management system so that Gaborone city council can effectively realize its performance objectives to expected standards. The study has pinpointed problematic areas or lacking aspects of the performance management system used by the city council and it has also provided recommendations to resolve shortcomings of the performance management system. The way forward should be clear at the end of the research study, such that knowledge on the administration of the ongoing performance management system that Gaborone city council has adopted and its impact on the organizational performance capacity or productivity are both clearly determined. The inception of performance management systems in 1999 was meant to address issues of undesirable work ethics and very low levels of productivity. Therefore, one can say that if there are lacking performance systems or poorly managed internal processes affecting the utilization and accessibility of resources, then the organization's productivity will be negatively affected as it appears to be the case at Gaborone city council. In addition to that, though Botswana as a country is known for its stability and its political climate, it is ideal and appealing to foreign investors to have a culture of productivity in the country. Through its public servants, the government of Botswana is expected to provide an environment that enables the private sector to function at its best, thus contributing to the growth of the country's economy. There is vivid proof that there is a robust connection between high standards

of performance and performance management analysis addressing certain components or aspects of the performance management system which are key in the ultimate success of such a tool in a given entity (De waal and Van der Heijden, 2015). It is important to scrutinize the key components of the performance management system used in Gaborone city council and explore how they each affect the organizational productivity of the council.

This research study has functioned as a point of reference for other researchers in the future interested in pursuing related studies. Also, since all councils in the local government use the same performance management system as directed by the Ministry of Local Government and Rural Development, other councils going through similar challenges may deem the findings and recommendations valuable. To a certain extent, other sectors that make up the public service of Botswana may also find the results of the research study beneficial. Another benefit of the study is that, the researcher's skills have tremendously improved. This study has provided an exposure and growth as the researcher applied relevant skills in the course of the study.

Research Questions and Hypotheses

Research Questions

RQ 1: How do barriers to effective performance management systems impact productivity at Gaborone City Council?

RQ 2: How is productivity associated with the consequences of performance management system deficiencies at Gaborone City Council?

RQ 3: What is the relationship between performance management system practices and productivity at Gaborone City Council?

RQ 4: How can the performance management system at Gaborone City Council be improved?

Hypotheses

H1_a: There is a significant relationship between Barriers to effective performance management systems and poor organizational productivity.

H1₀: There is No significant relationship between Barriers to effective performance management systems and poor organizational productivity.

H2_a: There is a significant relationship between poor organizational productivity at Gaborone City Council and the consequences of performance management system deficiencies

H2₀: There is No significant relationship between poor organizational productivity at Gaborone City Council and the consequences of performance management system deficiencies

H3_a: There is a significant relationship between performance management system practices and organizational productivity at Gaborone City. Council.

H3₀: There is No significant relationship between performance management system practices and organizational productivity at Gaborone City. Council.

Sub hypothesis

Sub hypotheses have been drawn to complement and support the main hypotheses. Such accompaniment provides detailed insights from different perspectives. Sub hypotheses are expected to fortify the research process and enhance research findings (Creswell, 2014).

Table 1*Hypotheses and Sub hypotheses*

Hypotheses and Supporting Sub hypotheses
<p>H1_a: There is a significant relationship between Barriers to effective performance management systems and poor organizational productivity.</p> <p>H1₀: There is No significant relationship between Barriers to effective performance management systems and poor organizational productivity.</p>
<p>H1.1_a: There is a positive significant relationship between lack of managerial support and poor organizational productivity.</p> <p>H1.1₀: There is no positive significant relationship between lack of managerial support and poor organizational productivity</p>
<p>H1.2_a: There is a positive significant relationship between lack of vital skills and poor organizational productivity.</p> <p>H1.2₀: There is No positive significant relationship between Barriers to effective performance management systems and poor organizational productivity.</p>
<p>H1.3_a: There is a positive significant relationship between unconducive work environments and poor organizational productivity.</p> <p>H1.3₀: There is No positive significant relationship between unconducive work environments and poor organizational productivity.</p>
<p>H1.4_a: There is a positive significant relationship between low motivational level of employees and poor organizational productivity.</p> <p>H1.4₀: There is No positive significant relationship between low motivational level of employees and poor organizational productivity</p>
<p>H1.5_a: There is a positive significant relationship between limited funds and poor organizational productivity.</p>

H1.5 ₀ : There is No positive significant relationship between limited funds and poor organizational productivity.
<p>H2_a: There is a significant relationship between poor organizational productivity at Gaborone City Council and the consequences of performance management system deficiencies.</p> <p>H2₀ : There is No significant relationship between poor organizational productivity at Gaborone City Council and the consequences of performance management system deficiencies</p>
<p>H2.1_a: There is a positive significant relationship between poor organizational productivity and extra costs incurred</p> <p>H2.1₀: There is No positive significant relationship between poor organizational productivity and extra costs incurred</p>
<p>H2.2_a: There is a positive significant relationship between poor organizational productivity and tarnished organization's image and reputation</p> <p>H2.2₀: There is No positive significant relationship between poor organizational productivity and tarnished organization's image and reputation</p>
<p>H2.3_a: There is a positive significant relationship between poor organizational productivity and failure to realize set targets.</p> <p>H2.3₀: There is No positive significant relationship between poor organizational productivity and failure to realize set targets.</p>
<p>H2.4_a: There is a positive significant relationship between poor organizational productivity and need for rework</p> <p>H2.4₀: There is No positive significant relationship between poor organizational productivity and need for rework</p>
H2.5 _a : There is a positive significant relationship between poor organizational productivity and customers who are unhappy and disappointed

H2.5 ₀ : There is No positive significant relationship between poor organizational productivity and customers who are unhappy and disappointed
H3_a: There is a significant relationship between performance management system practices and organizational productivity at Gaborone City. Council.
H3₀: There is No significant relationship between performance management system practices and organizational productivity at Gaborone City. Council.
H3.1 _a : There is a positive significant relationship between awareness by employees of what is expected from them and organizational productivity. H3.1 ₀ : There is No positive significant relationship between awareness by employees of what is expected from them and organizational productivity.
H3.2 _a : There is a positive significant relationship between coaching and mentoring of employees and organizational productivity. H3.2 ₀ : There is No positive significant relationship between coaching and mentoring of employees and organizational productivity.
H3.3 _a : There is a positive significant relationship between training and development of employees and organizational productivity. H3.3 ₀ : There is No positive significant relationship between training and development of employees and organizational productivity
H3.4 _a : There is a positive significant relationship between improved communication and coordination in the organization and organizational productivity. H3.4 ₀ : There is No positive significant relationship between improved communication and coordination in the organization and organizational productivity.
H3.5 _a : There is a positive significant relationship between trustworthy and reliable performance measurement instruments and organizational productivity H3.5 ₀ : There is No positive significant relationship between trustworthy and reliable performance measurement instruments and organizational productivity

<p>H3.6_a: There is a positive significant relationship between strategic alignment of company goals to those of employees and organizational productivity.</p> <p>H3.6₀: There is No positive significant relationship between strategic alignment of company goals to those of employees and organizational productivity.</p>
<p>H3.7_a: There is a positive significant relationship between performance measures which are easily understood and organizational productivity</p> <p>H3.7₀: There is No positive significant relationship between performance measures which are easily understood and organizational productivity</p>
<p>H3.8_a: There is a positive significant relationship between regular performance reviews and feedback and organizational productivity.</p> <p>H3.8₀: There is No positive significant relationship between regular performance reviews and feedback and organizational productivity.</p>
<p>H3.9_a: There is a positive significant relationship between collaboration or teamwork and organizational productivity.</p> <p>H3.9₀: There is No positive significant relationship between collaboration or teamwork and organizational productivity.</p>
<p>H3.10_a: There is a positive significant relationship between trust within supervisor and supervisee and organizational productivity.</p> <p>H3.10₀: There is No positive significant relationship between trust within supervisor and supervisee and organizational productivity</p>

CHAPTER 2: LITERATURE REVIEW

Introduction

Under normal circumstances, performance management systems are essential in reviewing organizational productivity with the expectation that they have a bearing on the services provided by an organization. Relevant literature with respect to performance management systems and organizational productivity was discussed in the chapter to provide an understanding and insights on the field of research that was undertaken in the study. The existing literature assists the researcher in establishing if there are connections, contradictions or relationships by comparing investigations made by other scholars (Bougie, and Sekaran, 2019). Guided by the research objectives, the research study focused on reviewing the literature in terms of causes of poor productivity to appreciate the possible theoretical foundation of potential determinants from the broader perspective of other scholars. Furthermore, the research study again discussed various references from the stance of effects of poor productivity. Thirdly, the research study scrutinized the literature on the correlation between performance management systems and organizational productivity. Finally, to provide fundamental empirical evidence and justification, the research study reviewed the scientific production on possible ways of improving performance management systems. On the grounds of the comprehensive review that was conducted, the researcher was in a better position to point out contradictions, uncertainties and research gaps that existed to support the need to pursue the current study.

It must be understood that the concept of performance management has been around for quite some time. Several authors have provided a number of definitions to describe performance management systems. According to Saudi (2014)'s definition as adopted from Smith and Goddard (2002), a performance management system is defined as a group of consolidated planning and review measures which go down the organizational structure outlining the relationship between individual employees and the company's strategy. Tesfa (2018) gave a similar version as cited in Rudman (2003) and defined performance management systems as a way of associating human resource management issues or tasks with the business objectives of the entity with the purpose of impacting individual and collective behavior within the organization to successfully execute the company's strategy. With a performance management system in place, the company's leadership and management converts overall objectives of the company into individual objectives that are clearly defined with specific performance targets. As such, the system helps in determining if individual performance is satisfactory or unsatisfactory. Performance management systems involve organized and coordinated initiatives taken in a manner that guarantees that the organization's strategic goals are realized (Santi and Rahim, 2021). With a well-executed performance management system, there will be a favorable influence on staff performance, thus resulting in the organization's effectiveness since there is a reciprocal association between productivity and performance management systems (Kibichi, Kiptim and Chege, 2016).

As for productivity, it is defined by most authors as a ratio that relates organizational inputs to outputs (Daniel, 2019). Just like in the private sector, the economic status of every country is highly dependent on the public sector's productivity as it plays a key role in the

economic climate (Wushe and Shenje, 2019). Given that the government is the main provider of key services that lay the foundation for a conducive economic climate, organizational productivity in the public sector is of significant essence (Huy and Phuc, 2020). Daniel (2019)'s opinion as cited in Arraya (2013) indicates that organizational productivity has become a worldwide concern as it is strongly associated with the survival of an organization. Despite the reality that the conceptualization of productivity and performance improvement in the government sector is a topic that has been of interest to human resource practitioners and scholars, there is still no sufficient explanations to clarify what will make governments productive and effective. Mohamed et al. (2018)'s research, cited by Bhattacharyya (2010) and Bernolak (1997), were of the opinion that organizational productivity is all about to what extent and frequency can workers in a given firm produce products and services in an effective and efficient fashion. It can also be said about an organization that is productive, that it is one that is able to accomplish the strategic objectives successfully, effectively and efficiently it had adopted at the beginning of a given term thanks to its workforce.

To gather the relevant literature, Unicaf online library and Google scholar was employed. Publications which comprise of books, journals and articles published over the last 10 years were used in the literature review discussions. The used publications were drawn from scholars who were considered experts and relevant contributors to the field of study being pursued. Various theories were explored to lay foundation for the study and provide guidance for the conceptual and theoretical framework.

Theoretical and Conceptual Framework

Theoretical Framework

Several theories have been advanced to illustrate how authors perceive management systems' impact on productivity in a given entity. This particular study has employed the Goal Setting Theory, Expectancy Theory, Herzberg Two Factor Theory, McGregor's Theory X and Y, Scientific Management Theory, Equity Theory and High Performance Work System to explain how the performance management system is associated with organizational productivity.

Goal Setting Theory

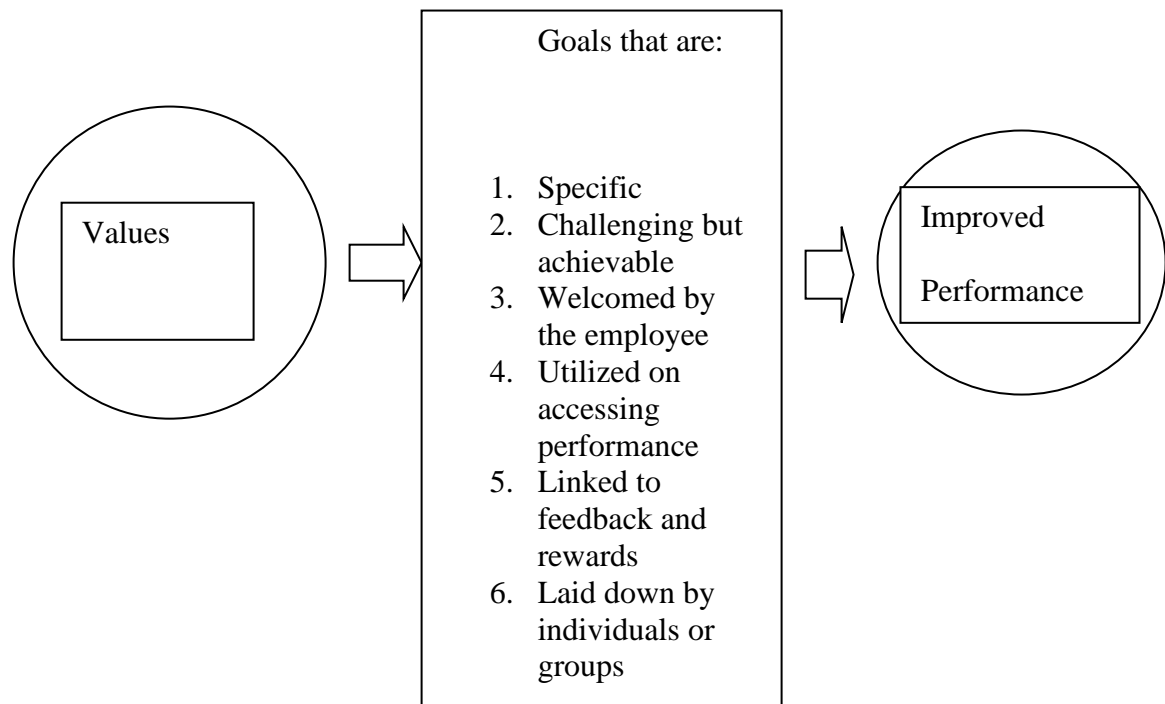
According to Jeong, Healy and Mc Ewan's (2021) as cited by Locke and Latham (2002), Goal Setting Theory is about providing an inspiration and defining the relationship between purposive goals and performance.

According to Williams (2018), studies have shown that specific, high (hard) goals lead to a higher level of task performance than vague, easy, or abstract goals such as "do your best" As long as an employee is committed to the set goal, has the called-for ability to realize it, and does not have clashing goals, there is a positive, direct relationship between goal difficulty and task performance. It is important that employees accept and take ownership of goals assigned. By simply assigning goals to employees is not guarantee that employees will be committed to such goals particularly if they are challenging to accomplish. Hence it is important that, when assigning goals a manager should understand one's present state and desire to attain expected results (Williams,2018; Clements and Kamau,2018; Jeong,2021). A number of authors have argued that an effective way of obtaining acceptance of goals from employees is to allow them

to take in the goal setting process (Clements and Kamau (2018); Jeong,2021) With such arrangement organizational members are committed to goals they participated in formulating or setting. On the other hand, participatory goal setting assists employees in comprehending and ensuring that the goals are not irrational. Goal Setting Theory can be summarized as shown by Figure 2 (Williams, 2018).

Figure 2

Goal Setting



Source: Williams, (2018).

Goals need to be specific. Specific goals lead to higher performance than generalised ones because they are not unambiguous. They are more achievable.

Generally, performance increases in direct proportion to difficulty. It must be appreciated that it may turn out that as the goal gets harder to accomplish the individual becomes frustrated

and in turn performance is lowered. For some employees difficult and challenging goals may be discouraging to them. Eventually they may end giving up on the goals.

In order for goals to be achieved at higher performance they need to be accepted by the employee. If an employee rejects a goal he or she will not incorporate it in his or her planning. It is critical that all employees participate in goal setting to ensure that they are all taken aboard. Thus, leading to greater acceptance of the goal.

Goals become more effective if they are used in performance evaluations.

It is important that goals are linked to feedback and rewards. Employees should be given information on a regular basis on their progress towards the set goals. Rewards should be provided when goals are reached. This serves as a form of encouragement tactics. As a result there is continuous drive to improve.

Goals set in a group are as important as individual goal setting. Productivity is highly increased when employees work as teams with a specific goal than individual goal setting.

It was of relevance to the study to employ the Goal Setting Theory as it provided an insight into the extent to which the concept provided an understanding direction and influence on productivity in the organization being studied. By nature, goals are sometimes perceived to be challenging but they are actually providing a guide which fine tunes organizational productivity. Through the Goal Setting Theory, the study appreciated how a performance management system draws strategic objectives and goals which the organization is expected to realize in order to be deemed effective. There is no doubt that, to an extent one can postulate that organizational productivity is highly influenced by the strategic objectives set. The manner in

which they are executed and monitored should be reflected in the performance management cycle. Furthermore, in accordance with Clements and Kamau (2018), as cited by Locke and Latham, (1990), goals which are challenging motivate employees and demand an extra effort from them to realize them strategically in an effective manner. The study appreciates the theory from the following point of view: goals become more effective if they are used in performance evaluations. With effective performance management, organizational results from goal setting rely on goal commitment, implementation, monitoring and feedback.

Awan, Habib, Akhtar and Naveed (2019) cited Donovan (2001) and Locke et al. (1981) who explained that effective goal setting that yield employee performance or productivity at large, is best achieved when the difficulty and specificity of a goal is the footing from which the goal setting process is drawn on. Goal Setting Theory has benefited the study as it was applied to link strategic goals cascaded from the organizational performance management system with performance standards or outcomes that determine organizational productivity. According to Awan et al (2019) and Clements & Kamau (2018), goal setting practices are more effective if they are embraced in the company's performance reviews and feedback. When carrying out tasks drawn from challenging goals, employees will definitely perform better if provided with relevant feedback.

Expectancy Theory

Expectancy Theory states that employees' efforts are influenced by the expected outcome of their performance if it is recognized and rewarded (Lee, 2019). The Expectancy Theory is concerned with the willingness of the individual to work hard at tasks important to the organisation. This theory, which was developed by Victor Vroom, is currently one of the most widely accepted explanations of motivation (Lloyd and Mertens, 2018). The theory suggests that an employee's efforts are influenced by the expected outcome for those efforts. Hence employees will be more motivated to achieve goals if they are achievable and offer some form of reward.

The theory is concerned with the enthusiasm of an employee to work hard on duties which are of paramount importance to the company. Expectancy Theory has been applied to this study because employees are aware of the rewards they seek and how such expectations or rewards relate to their performance as well as the overall organisational outcomes which a performance management system by design must address in its key functions.

In accordance with the theory, an individual's work motivation is determined by three (3) elements: Valence, Expectancy and Instrumentality. Valence is all about to what extent an individual gets preferred results or rewards for given task that have been successfully achieved in the organisation (Lloyd and Mertens, 2018). It is the anticipated satisfaction of attaining a goal. According to Lee (2019), expectancy is about an employee's will to exert great effort if the individual believes that there is a reasonable probability that the effort will result in a high or desired level of task performance being achieved. Instrumentality is the understanding from employees that the result of a task done by them comes with the expectations of receiving a reward (Lloyd and Mertens, 2018).

Expectancy theory was relevant to the study because performance management puts emphasis on the significance of the shared opinion on anticipated performance between managers and an employee. As such, it can assist in assessing the effectiveness the performance management system in the organisation. Employees may be provided with all the necessary resources that enable them to carryout organisational duties, but if they know that their efforts are not going to be acknowledged, appreciated, and rewarded somehow, for example through promotions, their expectancy is going to decline thus negatively affecting the organisation's productivity. When correctly linked to incentives or reward, the workforce is self-driven and motivated to work harder. An organization's performance management system that is sound and effective should be able to influence expectancy levels within the organisation.

Herzberg's Two Factor Theory

Herzberg's two factor theory insists that there are two-dimensional components that influence employees' behavior and position towards their work (Alshmemri, Shahwan-Akl, and Maude,2017). The two-dimensional factors are motivating factors and hygiene factors. Hygiene factors are closely related to the working environment employees are exposed to. They are sources of work dissatisfaction and include: work conditions, equipment or machinery, supervision or management practices, salary, work security, and interpersonal relationships (Thant and Chang, 2020). A number of authors argue that if hygiene factors are provided, there will be no dissatisfaction that may lead to poor productivity in an organisation. In the case of motivators, they are basically aspects that have a bearing on job satisfaction, they are also seen as the consequences of the realization of high order needs such as achievement,

acknowledgement, responsibility and latitude for growth (Alshmemriet.al.2017 &Thant and Chang, 2020).

The Herzberg two factor theory was relevant to the study in the sense that it made one appreciate the nature in which performance management systems have been drawn to promote job satisfaction and high levels of motivation that have an effect on organizational productivity. It is through motivation factors that employees will be motivated and satisfied with their jobs, resulting in higher organizational performance. It is therefore important to relate the Herzberg two factor theory to organizational productivity from the perspective of performance management systems in practice.

Scientific Management Theory

The Scientific Management Theory which was pioneered by Fredrick Taylor states that in every job there is one best way to address every business affair and direct efforts so as to establish the optimal way to enhance efficiency on a production process in modern management science (Turan, 2015). A careful and objective approach is required to find a way in which the work will be performed rationally in a scientific manner. Fredrick Taylor argued that the scientific management theory is universal and that it can be applied in all kinds of human interactions and actions as it ensures the utmost success for the organization together with the personnel it has employed (Paramboor and Ibrahim, 2018).

The scientific management theory was of benefit to the study in the sense that, as it is based on improving organizational productivity through the efficiency of its workers, it makes

emphasis on the need to break down each job into mini tasks and find out the best and quickest approach to carrying out each task.

McGregor's Theory X and Y

McGregor's Theory X and Y, which was founded in 1960 states that there are two completely different perceptions about the kind of personnel found in workplaces and these are labeled the Theory X and Theory Y (Lawter, Kopelman and Prottas, 2015). The Theory X and Theory Y assert that managers have different perceptions of their employees, one could be labeled pessimistic and the other optimistic (Prottas and Nummelin, 2018). Theory X views that managers perceive that their employees do not like work, they are not accountable, and they are irresponsible hence the need for close guidance when assigned a task. On the other hand, Theory Y insists that managers view their employees as workers who are highly motivated to work, responsible, can manage their work and have high levels of cognitive ability. McGregor's Theory X and Y is applicable to this particular study in the sense that it is important in understanding the relationship of varying perceptions, attitudes and behaviors of managers and their subordinates on job performance.

Equity Theory

Equity Theory is a concept that is concerned with human motivation as a function of how one perceives equity when they relate or compare their inputs and outcomes to the input and output of others (Ceti and Hassan, 2019). The Equity Model is concerned with an individual's beliefs about how fairly they are treated compared with their peers. According to Ryan (2015), the equity theory indicates that employees in an organisation scrutinise the correspondence

between received returns from the job (for instance remuneration, gratification, promotion and acknowledgement) and their inputs (in the likes of knowledge, academic level, experience, skill and attainment). The Equity Theory is important and applicable to the study as it will highlight the essence of the performance management systems in controlling and managing the inequality that may have a negative bearing on organisational productivity. The theory will shed light on the assumptions and propositions of the theory and strategies applied to curb inequity when it occurs.

High Performance Work Systems

High performance work practices refer to the bundle of HR practices which enhance the organisational performance by increasing employees' ability, motivation, and opportunity to contribute their worthy and meaningful performance to that of the organization (Rabl, Jayasinghe, Gerhart and Kühlmann, 2014). Through high performance management system, employees are in better place to be creative and contribute significantly to the overall performance of an entity. High Performance Management Systems are known to make focus on going training or development, employee involvement, effective communication and team effort (Mihail and Kloutsiniotis, 2016). The expectation is that with High performance work systems, strategic human resource management measures are drawn to assist the firm into making critical decision that improves the company's performance (Cooke, Cooper, Bartram, Wang, and Mei, 2019). In today's business environment which is complex and fierce High Performance Work System provides a competitive advantage.

Several organizations are engaging in high work performance practices because they value and appreciate that the quality of organizational performance is dependent on human resource management that pays significant attention on the management of work and people. Human resource management is very key in enhancing the organization's performance thus making it have a competitive edge. With sound High performance management system which provide clear goals and are made of a combination of initiatives or practices that put weight on development of employees, desired performances outcomes are attainable (Shin and Konrad, 2017).

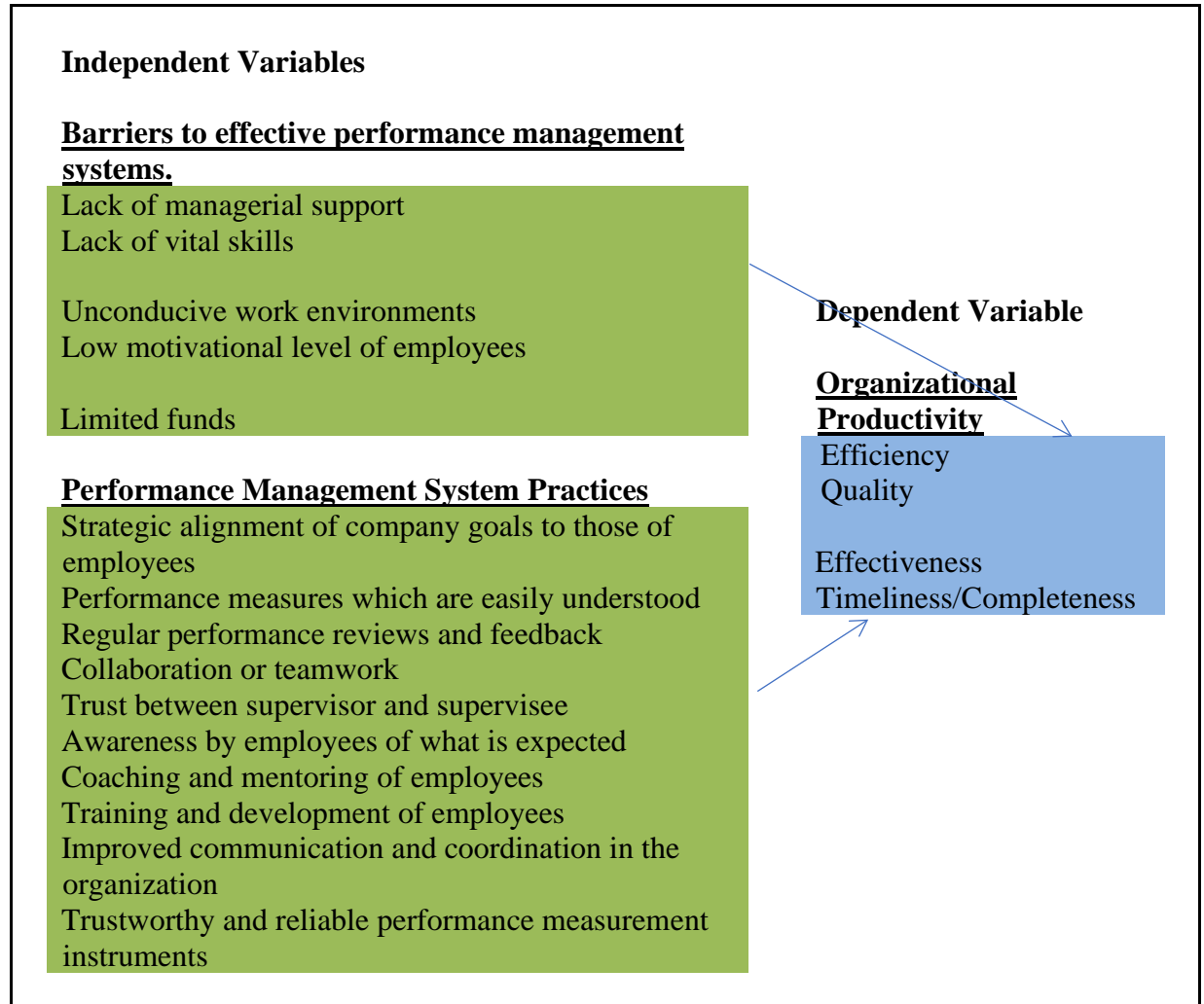
Organizations that employ High Performance management system build knowledge, provides training, promotes employee satisfaction and empowerment (Cooke et al. 2019). It therefore important for entities that the context in which they put into practice the High performance management system guarantee the success of the system.

Though it has been a topic of debate for a number of years, several authors are the opinion that human resource management practices related to staff development and training, coaching and mentoring, consultative decision making, empowerment, sharing of key information and reward system makes a sound and an involving High Performance Work System (Jiang and Liu, 2015; Mihail and Kloutsiniotis, 2016). With such high involvement work systems, employees feel responsible for the success of their organization and are prepared to take ownership of any productivity limitation that falls within their jurisdiction.

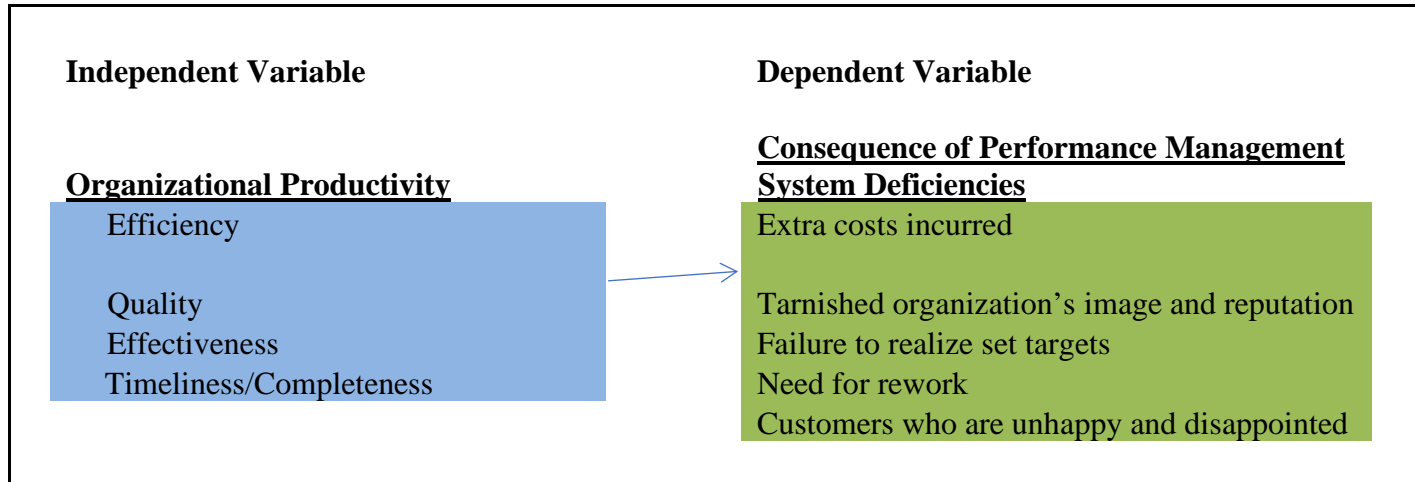
Conceptual framework

Figure 3

Conceptual framework



Note: *The study was interested in exploring the direct relationship between Barriers to effective P.M.S. and Performance Management Systems as independent variables to organizational productivity as a dependent variable. There were no mediating variables in the conceptual framework used.*



Source: Author, 2023

Note: *As continuation of the study's conceptual framework, the study was also interested in investigating the direct relationship between poor organizational productivity as an independent variable and Consequences of P.M.S. deficiencies. Again there was no mediating factor or factors in the relationship investigated.*

Barriers to effective performance management systems.

There are a number of organizational factors or barriers to effective performance management systems that lead to poor organizational productivity. Such factors usually limit employees in realizing their potential and generally make the organization unproductive. If not identified and managed, such factors will eventually affect the organization's productivity negatively. Some of these factors which are associated with poor or satisfactory organizational productivity from the study's conceptual framework include: lack of managerial support, lack of vital skills, un conducive work environment, low motivational level and limited funds.

Lack of managerial support

Managerial support is very important in an organization as it provides guidance to subordinates on how the company intends to operate in pursuit of its organizational goals. According to Travaglione, Scott-Land, Hancck and Chang (2017), there will always be challenges ranging from globalization, technology, communication and conflicts, hence it is important that the management is ready to provide guidance on how best to address such to the interest of the organization. If there is lacking support from the management, the junior staff is often confused with no one to turn to for advice, clarity and direction. Sometimes employees fail to perform to expectations because there is no readily available guidance to push them in the right direction. According to Wassem et al (2019), managerial support is about the extent to which those in leadership embrace efforts made by their subordinates and also show concern about their welfare. It is important at managerial level to always demonstrate such concern towards junior staff because employees always want to be associated with firms that value their attitude, efforts, contributions and loyalty to their company. (Jolly, Kong and Kim, 2021).

Depending on the nature of leadership and managerial support that is at hand, performance management systems may either have a positive or a negative impact on organizational productivity. The type of leadership style that management has adopted to govern their organization is critical in influencing how subordinates execute their work (Al-Malki and Wang, 2018). The extent to which employees in an organization are loyal and obedient to the performance management system is dependent on the leadership and managerial support they always offer. Through the performance management system, performance targets for the

organization are set. The expectation is that, if everyone plays their part according to set standards and managerial support, the organizational productivity standards will also improve.

Lack of vital skills

It is important in every organization to have employees with relevant skills. Such employees should be prepared to keep up with ever changing global trends by always embracing opportunities to learn in their careers. According to Piperkova and Lozanoska (2021), to make it in the 21st century business world, companies ought to have relevant skills to uplift productivity. Vital skills enable organizations to keep up with the ever-changing market demands, technology, and other influential factors.

Unconducive work environment

In accordance to Oktafiena, Roespinedjib and Saudic (2019), anything that an employee is exposed to and that has influenced how the employee performs their assigned duties qualifies to be referred to as the work environment. The work environment has to be favorable so that employees can excel in the duties. If the environment is unfavorable such inadequate lighting system, poor ventilation etc. it can be said that it is an unconducive work environment. Working condition or working environments include characteristics such as physical and social conditions which have an impact on job satisfaction (Raziq and Maulabakhsh, 2015). An unconducive work environment limits one to perform at their best ability hence the organization also fail to realize its set performance targets.

Working conditions which are unfavorable make the working environment unconducive for productivity. Working conditions also have a direct influence on how a tool such as a

performance management system affects organizational productivity. They can either strengthen or weaken the relationship between performance management system and organizational productivity. Working conditions must be favorable for the performance management system to have a strong positive influence on organizational productivity.

Poor organizational culture also makes the work environment uncondusive. Organizational culture is expressed as a behavior that people in an organization demonstrate as a result of values and assumptions that they share (Al Issa, 2019). It's all about values and beliefs held by the company and how that guides employees behavior. An organizational culture of a company is how things are done in that particular company. Some organizational cultures are conducive for management tools such as performance management systems to be implemented effectively resulting in improved organizational productivity. On the other hand, some negative organizational cultures have a hindering effect on the successful and positive influence of a company's performance management system or organizational productivity. Organizational culture is therefore factor that ought to be taken into consideration when addressing matters that have to with creating conducive working environments.

Low motivational level

Motivation is a very crucial aspect of management. Questions like why some employees work enthusiastically doing more than required and why others hold back and only perform the minimum required to avoid termination, arise when one talks of motivation. Motivation is responsible for the level of direction and persistence of effort executed by employees at work (Uhl-Bien, Piccolo and Schermerhorn, 2023). It can be argued that motivation is a very

complicated matter because of the uniqueness of people and the diversity of internal as well as external factors that impact on it. A demotivated employee who performs at minimum level is basically doing less than their capability and what is required of them. Such an employee delivers poor quality work, makes lots of errors and often faces disciplinary measures. Another employee that demotivated strictly performs to expected level, does just what is required, nothing more, nothing less. Such employees do enough not to get into trouble, but nothing more.

An organisation's energy and success come from the motivation of its employees. Though their skills and abilities play a critical role in determining their work performance, so does motivation. Managers should ensure that their employees are motivated to perform tasks to the best of their abilities. Through motivation managers are better able to create a working environment and climate that is conducive to good effort and where employees are inspired to work to accomplish the organisation's goals.

It is through motivation that an inner state of mind that is responsible for channelling an employee's behaviour and energy towards the attainment of organizational goals is provoked (Kuswati, 2020). According to Dewi and Wibow (2020), motivation is a vital factor in employee performance that ought to be given necessary attention to create work spirit in achieving company goals. An organisation's energy and success comes from the motivation of its workforce. Though their skills and abilities play a critical role in determining their work performance, so does motivation. Managers should ensure by all means that their employees are motivated to perform tasks to the best of their abilities. Motivated employees best accomplish organisational goals and objectives effectively and efficiently.

If according to Dewi and Wibow (2020), satisfaction is the extent of fulfilment that human resource derives from performing their tasks, then it simply means that if people enjoy their work, they are relatively satisfied and if they do not enjoy their work, they are relatively dissatisfied. In turn, satisfied employees are likely to be highly motivated. Entities are buying into the idea of developing performance reward system as a strategy that is meant to encourage positive attitude, motivate, and instill acceptable behavior (Tshukudu,2020). With such measures whereby rewards are both financial and non-financial may be taken to motivate employees to perform with positive attitudes.

Limited funds

Limited funding is another organizational factor that is associated with unsatisfactory performance. Studies have shown that financial constraints experienced by companies in developing economies have made them less productive and less competitive in global markets (Arulraj and Annamalai, 2020). Though productivity is about how efficient an organization can convert its input to output, if the firm does have enough financial resources to carry such exercise it becomes productively inefficient (Heil, 2019). Sufficient funding is key in sustaining high productivity standards. Organizations should have enough funding to stay competitive in terms of the quality of their products and services.

In the modern times of today, technology is known to enhance organizational productivity if used effectively. Such technology is usually capital intensive. If not secured by a particular organization, the firm loses its competitive edge. Hence it can be said that lack of funds may compromise the quality of service provided especially if an organization cannot afford

relevant machinery or technology According to Attaran, Attaran and Kirkland (2019), today's workplace should provide employees with the key technology that will enhance their efforts towards the realization of the organizational strategy and contributing to organizational productivity. Organizations set organizational strategies and goals which can be better achieved if the organization has enough funding to acquire relevant technology. With limited funding such entities end up not performing to expectations.

Performance Management System Practices

Performance management is all about providing direction and support for company employees to function in manner that is best to successfully achieve the interest of the organization (Awan,2020). It has to be a sustainable process of successfully attaining desired results that driven by the management (Bellisario and Pavlov, 2018). According to Armstrong (2021) there ought to be a strategic and joined approach to sustaining success through continuous improvement of the employee performance and departments that make up the organization. As the human resource improve in performance, the organization become more competitive. Performance management practices affects performance in both private and public organizations. Some of the common performance management practices as indicated in the study's conceptual framework include; Strategic alignment of company goals to those of employees, Performance measures which are easily understood, Regular performance reviews and feedback, Collaboration or teamwork, Trust between supervisor and supervisee, Awareness by employees of what is expected from them, Coaching and mentoring of employees, Training and development of employees, Improved communication and coordination in the organization and Trustworthy and reliable performance measurement instruments.

Strategic alignment of company goals to those of employees

Strategic alignment is known to positively influence employees to carry out their assigned work in a manner that they also appreciate how their efforts contribute to company's strategic goals. For a harmonious environment that is ideal and appropriate for the implementation of a business strategy, strategic alignment is core in the successful implementation of such a strategy (Shao, 2019). Every entity has its own strategic plan that has identified opportunities and the future direction of the organisation's business. The expectation is that, the adopted strategy should outline strategic objectives and how managers are to deploy, utilise employees and other resources to make the strategy work (Awan, 2020; Bellisario and Pavlov, 2018).

The company's strategic objectives should be in line with individual performance objectives of employees. A well designed strategy is expected to secure a future that will yield desirable results using resources which are at the organization's disposal (McKeown 2019). Management should therefore ensure that strategic decisions they make ensures that there is alignment of operational plans and objectives to the organization's strategic objections. By ensuring that all employees within the organization are of a common mind set, strategic High performance organizations are known to be proactive in establishing that there is common understanding of the organization's mission, company strategy and goals. Clarity of strategic objectives and actions at individual, group and departmental level is very key in strategic alignment of company goals to those of the entity.

It is important that employees are fully aware what strategic objectives adopted by their institute in order to be in a better position to carry out their tasks in a manner that they can also appreciate how they contribute to the overall performance objectives on their entity.

Performance measures which are easily understood

Performance in an organization has to be measured. It is therefore important that such modes of performance measurement are understood by everyone in the organization whose performance is to be measured. According to Kamble, Gunasekaran, Ghadge and Raut, (2020) as cited by Neely et al. (1995), performance measurement involves gauging activities or efforts so as to determine their effectiveness or efficiency. A very important component of Performance Management System is how will be assessed or measured. Performance measurement provides decision making rationality which is justifiable. Decisions on performance related issues which the organization has to take going into the future should be based on performance measurement results. The whole idea behind performance measurement is to improve productivity within the organization through assessment of actions or performance data. It is important that managers carry out performance measurement so that concerned employees are held accountable. Some entities use performance measurement to reward their employees bonuses or incentives. Effective performance measures should be strongly aligned to a performance evaluation system that does not only measure performance levels but also has ways of reinforcing strengths, identifying weaknesses, and providing such information back to the workforce so that they are able to improve their future performance (Budworth and Chummar, 2022).

Regular performance reviews and feedback

Employees' performance ought to be regularly assessed and feedback provided to employees. Such an arrangement assists in identifying performance gaps that exist and reacting accordingly in time. In accordance to Budworth and Chummar, (2022) as cited by Gregory et al. (2008) and Gregory & Levy (2012), feedback is fundamental in the development of employees because of the coaching and mentoring it provides. A number of organizations have incorporated continuous feedback systems so as to be in a position to promptly act and provide corrective measures on time. Feedback from managers should be constructive as it is aimed at future actions and not the past performance (Gnepp, Klayman, Williamson and Barlas, 2020). It is very important that goals are linked to feedback and as well as rewards. On regularly basis it should be communicated with employees their progress towards achievement of set performance goals. Where possible some form of rewards should be provided when goals are reached. This serves as some form of encouragement and motivator tactic. Performance appraisal or review is a fundamental procedure that determines how well or poorly an employee has performed and to what extent job requirements have been met (Budworth and Chummar, 2022). Performance standards must be laid down clearly in the job description of the job analysis so that performance appraisal is based on them. There is mutual benefit for both the organization and the appraisee. The employee benefits in the sense he or she is provided with feedback for professional growth in the future. As for the organization, the benefit is that the organization realizes its corporate goals when the employee performs to expectations.

Collaboration or teamwork

Collaboration or teamwork is all about working together with a common goal (Flores-Szwagrzak and Treibich,2020). It is important that employees value each other so that they are in a position to appreciate each other and as well as contributions they make. Mutual relationships between individuals making the team have to be conducive so that there is a cooperative atmosphere that will enable set goals to be achieved. Teamwork involves a set of experiences, attitudes, efforts, and knowledge from members of the team all geared towards a common identified performance objective (Flores-Szwagrzak and Treibich,2020). Through collaboration in the workplace, employs share their views, experience, and knowledge. Such an arrangement brings about diversity in solving problems when addressing complex issues. It is very important that management encourage teamwork for the success of the organization.

Trust between supervisor and supervisee

The supervisor and supervisee trust relationship is a fragile element of supervision that is rooted on trust to promote learning and professional growth in the work place (Simon and Swerdlik, 2022). Management that for some reason fails to handle issues of trust with subordinates, runs the risk of bringing the cordial relationship with the supervisees to an end. Trust between supervisor and supervisee is therefore at the core of successful supervision. Hence it is important that both the supervisor and supervisee clearly understand their roles in maintaining trust that is fruitful. It is through trust that a worthwhile work environment that promotes individual performance as well the organization's competitive edge is created.

Awareness by employees of what is expected from them.

Developing and maintaining a relationship whereby management has supervisory tools in place that are meant to ensure that supervisees are aware of what is expected from them are very key in the successful achievement of organizational goals (Basa,2017). One of the reasons why subordinates fail to perform given tasks is because they do not have a clear idea of what is expected from them as well as how they should go about it. It is important effective supervision practices that performance expectations are communicated by supervisors to their subordinates. Management in any organization is expected to provide an intervention to their junior staff that guides and communicate clear expectations. Without such an intervention, the organization runs the risk of performing below set performance standards by some junior staff.

Coaching and mentoring of employees.

Coaching and mentoring are very important management practices that are meant to provide guidance and support to individual employees as they realize their potential and excel in their work. They are regarded in today's highly competitive environment as professional development of employees in a particular skill that the management is interested in (Bachkirova and Clutterbuck, 2021). Coaching and mentoring is key to professional growth and development of every employee. It is through coaching and mentoring that some employees' potential was unleashed. The primary aim of coaching and mentoring practices should be to enhance learning and development (Bachkirova and Clutterbuck, 2021). According to Viera (2021) as cited by Van Tiem et al. (2001) and Whitworth et al. (2007), coaching and mentoring are vigorous

invasions by those in leadership with the focus of improving performance results of the workforce.

Training and development of employees

One very key and fundamental strategy of making employees feel appreciated and valued by their employer is through training and developing them into valuable employees (Mohd, Julian and Tuan Besar, 2020). There should be programs in place for training and developing employees so that they can keep up with the ever changing business environment. Companies are investing heavily into training and developing so as to have a competitive edge over their competitors (Mohd et al., 2020). Employees also get motivated to perform better if they see that their institute is investing in them to become effective and efficient employees. Employees that have been exposed to some form of training and growth understand their work better and can be held accountable in the implementation of strategic objectives that have to do with their area of specialization. Companies may feel that it is expensive for them to send their employees for further studies or training, in such cases in-house training programs are advisable (Mohd et al., 2020).

Improved communication and coordination in the organization

Coordination, collaboration and communication are central to inter organizational relationships that take place in every entity (Heath, 2020). They place a very critical and fundamental role in enabling the organization to realize its goals as planned or documented by the strategy. Communication provides a platform for successful coordinated activities. An effective communication system keeps everyone on board and update with the latest happenings

in the organization. Every organization is made up of different units or departments which are expected to work together cordially coordinated manner. Without effective communication how will each component know what is expected from them to contribute constructively to the realization of the organizational strategic objectives.

Trustworthy and reliable performance measurement instruments

Performance is something that ought to be measured. According to Lilin and Shiqian (2018) job performance is very important in measuring how successful an organization is in attaining its different objectives. Using resources which are at the firm's disposal, accurate and reliable instruments should be employed to assess the individual and organizational performance with respect to the set performance objectives. It is the responsibility of the management to device authentic, dependable and reliable instruments for their institute. It should be clear to everyone what instrument is going to used measure and evaluate their assigned tasks.

Consequence of Performance Management System Deficiencies

There are numerous effects of poor productivity which are consequences of poor management system deficiencies in an organization. Performance management system deficiencies in a firm result in mishaps that throws back the organization. Some of the associated outcomes of performance management system deficiencies include; extra costs, tarnished organization's image and reputation, failure to realize set targets, need for rework and customers who are unhappy and disappointed.

Extra costs incurred.

A number of companies end up incurring costs as a result of poor productivity. Poor organizational productivity has serious financial implications as the company is propelled to incur extra costs to rectify the poor productivity situation (Asadi, et al, 2021). Several companies incur extra costs in the form of not completing work on time. Failure to complete work on time also compromises the quality of service provided. A service provider will definitely incur additional operational cost if a service that could be carried out in a day is done in more days.

Tarnished organization's image and reputation

The image of the organization is usually associated with the quality of service it provides. If the entity is associated with poor organizational productivity, its reputation or image is usually tarnished. Companies which are under performing run the risk of suffering tarnished image and reputation as a consequence associated with poor productivity.

Failure to realize set targets.

Another effect of poor productivity from the study's conceptual framework is failure to realize set targets. Companies that are performing poorly fail to achieve set performance objectives in the stipulated time frame Ahmad (2020).

Need for rework.

Another associated outcome of poor organizational productivity is the necessity to do revision, rehabilitating, rebuilding, adjustment etc. Unsatisfactory productivity or substandard

service often calls for rework as the organization goes back to the drawing table and reform their service or product. All rework projects and services come at extra cost that is normally not budgeted for (Moloto et al.2020).

Customers who are unhappy and disappointed

Poor productivity may also result with unhappy, disgruntled and disappointed customers. It is a matter of fact that everywhere where customers are offered poorly manufactured products, such customers become dissatisfied, disgruntled and are most likely not to come back for the service or product. No business can exist without customers. They are the main reason for the organization's existence. If customers are disappointed and unhappy, there is likely not to be any form of business going into the future.

Field/ Industry Description

Councils in Botswana fall under the Ministry of Local government and rural development. The local government together with the central government makes up the public sector of Botswana's government. Through the local government, there is a decentralization of public services. Decentralization has been orchestrated in such a manner that the correlation between the central and local government display uniformity among central and local service delivery (Tshukudu, 2014). The local government is made up of city councils, town councils and district councils. Together they make up 16 councils. Gaborone city council which happens to be the largest council is located in the capital city of Botswana.

Gaborone city council just like any other council in the country has a number of responsibilities which include community development, roads, primary health and primary education. It is the mandate of the council to ensure that developmental programs and local service delivery within its authorization are executed adequately. Gaborone city council comprises of 6 departments which are Finance and Procurement; Development planning; Technical Services; Community Development; Urban and Rural Development; Corporate services. The council is required to improve the social welfare and economic empowerment of the most disadvantaged groups in Gaborone. Despite the fact that the expectation is that councils are statutory bodies, there is always political influence that interferes with the council's autonomy to carry out its responsibilities. Politicians have influence to the point that certain performance objectives made by the council end up been compromised or overruled by politicians. As councils fulfill their mandate, they have to comply with policies, legal advice and local Act of the Ministry of Local government and rural development (Government of Botswana, 2021).

Causes of poor organizational productivity

Organizational productivity is very important to every organization. To an extent, one can say it is the reason for the enterprise to continue running and being relevant to the economic climate it exists in; which is always changing, uncertain and complex. Quite a number of companies value the productivity of their companies more than anything else because they appreciate that there is a need to sustain it so as to secure an everlasting business. However, there are a number of organizations that are poorly performing as a result of a number of factors that

affect organizational productivity. Irrespective of the size of the organization, whether large or small, it is every company's desire to strive to be productive so as to prosper and continue to be relevant in the highly competitive current economic landscape (Adeyeye, Adeniji, Osinbanjo and Oludayo, 2015). In addition, organizations with poor organizational productivity are often characterized by endless complaints from customers, failure to meet production targets, below average sales and unsatisfactory service. An unproductive entity never lasts because over time it does not make economic sense to maintain running an institute that is a liability. Based on resources available an organization should find a way to reach its full potential for the company to be regarded productive. A number of authors have come up with possible explanations on the root cause of poor organizational productivity.

Khaleel and Nassar (2018) conducted a study to identify and analyze factors that were affecting productivity in construction companies in Iraq. A questionnaire was administered on a sample of 70 participants. The gathered data was analyzed using SPSS and EXCECEL packages. Findings of the study uncovered that a number of several factors which were classified into 9 main categories, were the cause of poor organizational productivity in different ways. The study revealed external issues, supervision related matters, equipment issues, time, leadership style, level of motivation and safety matters as some of the major factors that led to poor organizational productivity. External factors such as delayed supply of raw materials can turn out to be the cause of poor productivity in a company. Some company leadership fails to guide workers to reach their potential, and this results in underperforming employees. Workers that are not motivated enough, are prepared to make the minimum efforts at work, resulting in the company being less productive.

Shobe, (2018), in the United States of America, investigated how productivity is influenced by job satisfaction, physical work environment, management guidance and job autonomy. A sample of 100 employees was drawn randomly from a population of 650 employees in a manufacturing plant. A questionnaire was employed to gather information. Research results obtained from the research study revealed that a lack of job satisfaction by employees resulted in poor organizational productivity. The level of job satisfaction felt by the workforce is a critical factor that has a significant influence on productivity in an organization (Utami, Widiatna and Karyati, 2020). Employees who are dissatisfied are less productive and if not managed accordingly, their dissatisfaction eventually spreads to other employees, leading to poor productivity in the organization at large. Another finding revealed by the research study was that the physical work environment that was not conducive for employees to work on led to poor organizational productivity. Taking into account the ergonomics of the workplace to create a comfortable and safe working environment has a constructive impact on the productivity of the institution (Jadhav, Arunachalam and Salve, 2020). It can therefore be said that a work environment that does not enhance the efficiency, safety, comfort and health of the employees is a cause of poor organizational productivity. The research study also revealed that poor managerial support was a cause of poor organizational productivity. According to Tien (2019) managerial support sets up the tone and provides guidance on how the corporate strategy will be applied for the organization to realize its desired productivity levels. Management has the responsibility to coach, guide, mentor and lead their subordinates who make a greater percentage of the workforce to perform to expected standards. If such managerial support is lacking, it will eventually create a platform for poor organizational productivity to emerge. Lastly the study

revealed that a lack of job autonomy resulted in poor organizational productivity. A number of scholars commonly define job autonomy as providing employees a platform to independently make decisions concerning their scheduling and methods of tackling their duties (Khoshnaw and Alavi, 2020). If employees feel that their management does not have confidence in them to independently decide on how best to carry out tasks, it may lead to them holding back their expertise and knowledge thus resulting in poor organizational productivity.

Alaghbari, Al-Sakkaf, and Sultan (2019) conducted a investigation on factors that influence construction labour productivity in Yemen. The purpose of the study was to identify possible causes of poor productivity as well rank them according to the order in which they affected or influenced poor labour productivity in construction projects. A questionnaire was administered on engineers engaged in construction projects. The questionnaire comprised of predefined factors that were classified into four main groups. Findings of the study revealed that technical and technological elements were positioned first from the classified main groups. The technical and technological matters included the workforce's experience and skills. Experience and skills held by the workforce plays a critical role in the quality of service or products they produce. If the workforce does not have the right skills, they will definitely yield substandard service. Another factor from the technical and technological group was accessibility of required materials on site. Availability of vital construction materials on site may turn out to be a course of poor productivity. There is very little laborers can do on site other than to produce poor quality service if construction material is not accessible on site. The other factor that contributed to poor productivity was the kind of leadership and management efficiency on site. Management has a

significant influence on the company's productivity. Inefficient management and lacking leadership guidance negatively impacts on organizational productivity. Another that pre-determined factor that is part technical and technological was accessibility of construction material from the market. Availability of material from the market affects productivity in organization in some ways. If required building material is not available in the market, services and projects that had to be carried out in a scheduled often gets delayed. Sometimes projects get totally abandoned until such material is once more available in the markets. Lack of or the unavailability of required materials in the market is indeed a cause of poor organizational productivity. Lastly the state of the political and security as one factors falls under technical and technological group is another factor that has an impact on the organizational productivity of an organization. The political climate under which an organization doing business is exposed to, may be a cause of poor organization's productivity if influential politicians especially from the ruling party interferes with the routine running of the company.

Dastane (2020) in Malaysia carried out a study on the impact of technology by companies and how such affect the organizational productivity. The study employed an explanatory research design. A quantitative method used whereby the collected data was through an online questionnaire. Using snowball sampling method, a sample of 300 IT managers and senior executives was drawn. Results of the study revealed that failure to keep up with the ever-changing IT technology and IT infrastructure has a negative impact on the organizational productivity. IT technology is always changing for the better. It is therefore important that companies keep up with such upgrades to improve organizational productivity. Results also revealed that lack of relevant IT infrastructure can be a cause of unsatisfactory organizational

performance. It is therefore important that the company has the appropriate infrastructure they want to be competitive. In the modern times of today, technology has proven itself as a very vital tool that enhances organizational productivity if used effectively. If it is not up to standard it limits the organization's productivity. It is important that decision makers have up to date information so that they are in a position to make proper decisions concerning selection of appropriate technology. Numerous who are failing to embrace innovation, new technology and new ideas are failing to make it the global competitive world of business (Viera, 2021). According Attaran, Attaran and Kirkland (2019), today's workplace should provide employees with the key technology that will enhance their efforts towards realization of the organizational strategy and contributing to the organizational productivity. Several entities design performance objectives which can be better achieved if the organization has relevant technological resources. Technology can either strengthen or weaken the relationship the organizational productivity depending on its availability and its condition.

Basahal, Jeli, Alsabban, Basahel and Bajaba (2022) carried out an investigation on employee, managerial and organizational factors that influences employee productivity from a Saudi's manager's views. The study was qualitative and it involved an in depth interview of 17 managers. Thematic analysis was used to analyze the qualitative data. Findings of the study revealed that one of the root causes of employees underperforming is because they do not identify a personal gain for them to perform. The value that an employee attaches to a personal benefit is highly important to them as it determines how much he or she values his or her inputs in the organisation (Bougie and Sekaran, 2019). Such employees never give their best performance to the organization until they identify a personal gain for them. Another finding

from the study is that failure to perform by the organization is due to managers factors. According to Basahal et.al (2022) such managerial factors include failure to have control over their subordinate's behavior and work attitude. Failure to communicate the company's strategic position as well as its objectives is also managerial factor that was identified. It is important in an organization that everyone who is part of the organization fully understands the company's strategic objectives and the role they must play as far as set performance objectives are concerned. Lack of performance evaluations by the management is another identified managerial factor that can result in poor productivity. It is important that as a responsible supervisor, to always carry out performance reviews so as to identify performance gaps that exist in time. Having identified performance gaps allowance managers to apply corrective measures in time. Lastly findings of the study showed that company factors that include flexibility in the workplace, substantial benefits, carrier growth opportunities and the work environment are possible causes of poor productivity in an organization. Work flexibility provides a platform for individuals to explore their potential and contribute positively to the organization's productivity. A restrict atmosphere in the workplace result in poor organizational as employees shy away from creative in achieving their performance objectives (Pross,2019). Lack of professional growth is another organizational factor that results in poor organizational productivity as employees are not motivated to perform their best. Professional development is important to every employee as they want to see them grow carrier wise and become marketable (Basahal,et al, 2022). An unconducive physical environment is also another organizational factor that causes poor organizational productivity as it comprises the quality of service or product produced by employees. If the environment enables employees to enjoy their work, they are relatively

satisfied and if they do not enjoy their work, they are relatively dissatisfied hence the workforce will not be productive. The physical environment has to be favorable for the organization reach for higher performance standards.

Setiawan et al (2021) on how different leadership methods affect employee performance in the education ministry and higher education of Somaliland. The study explored how autocratic, transformational, democratic and transactional leadership influenced productivity. Findings of the study shows that even though it can be further agued by other scholars, leadership styles such as have transformational, democratic and transactional a positive impact on organizational productivity. On the other hand, the study revealed that autocratic leadership may be the root of poor organizational productivity which starts off with poor employee performance. Furthermore, the authors have argued that such an anti-productive from the authors' perspective is characterized with high absenteeism, low morale, reduction of job satisfaction and job rotation. It can therefore be said such characters are the cause of poor organizational productivity in autocratic leadership environment. High absenteeism cripples the organization's productivity because the workforce that is supposed to carried out assigned work has not turned up for work (Tarro, Llauradó, Ulldemolins, Hermoso and Solà (2020). Poor morale is a associated with poor organizational productivity because such employees do not have the drive to perform at their best to help the organization realize its departmental goals. As identified by Setiawan et al (2021) their study, decline in job satisfaction also result in unsatisfactory performance by employees. If job satisfaction is the degree of enjoyment that people derive from performing their jobs then it simply means that if people enjoy their work, they are relatively satisfied and if they do not enjoy their work, they are relatively dissatisfied (Obiekwe and Obibhunun, 2019).

Employees that are not enjoying their work will not be motivated to go an extra mile as far as productivity is concerned. Job rotation systematically involves workers moving from one job to another to have an opportunity to do a variety of jobs (Kuswati, 2020). When employees get bored of their routine work, they become less productive.

In Vietnam Van Tam, Quoc Toan, Tuan Hai and Le Dinh Quy (2021) conducted a study on Critical factors affecting construction labor productivity. From the viewpoint of project managers and contractors' factors that influenced productivity were investigated. A questionnaire was administered on a sample size of 203. Results of the study communicated that critical factors that contribute to poor labor productivity can be classified into 6 main categories which are namely, *manpower, management, work condition, project, and external factors*.

Manpower

According to Van Tam et al (2021), manpower plays a critical part in the productivity level of a construction company. Findings show that age has an impact on the productivity of the workforce. Elderly employees who are approaching retirement age are less active in physically demanding tasks. Hence the organization performances poorly if majority of employees fall in the elderly age bracket. Another manpower related cause of poor organizational productivity identified by the authors was absenteeism. High rate of absenteeism makes the organization less productive because of inadequate workforce to carry out set organizational performance targets. Manpower with the right skills is very productive because they are effective and efficient in their work. It is the quality of the workforce that will make a given entity stand out and be competitive enough in the highly competitive business environment

of today. Such quality employees have the ability to transform inputs provided to desired outputs for the organization to successfully achieve strategic objectives. Again, the workforce that is motivated is more productive than the one that is unhappy, disappointed and disgruntled. Manpower is therefore a cause of poor productivity if it is not in an appropriate state to perform its duty.

Management

Management without the relevant skills is also another factor that contributes to poor organizational productivity by the authors. Managerial skills are very key in setting the direction for higher productivity levels (Viera , 2021). It is the management that should provide direction on how to best achieve set organizational goals. Modern management is buying into what is termed as participative management. Subordinates share a significant degree of decision making with their immediate superiors. In participative management and empowerment, employees have a say on how they do their jobs and how the company is managed. The method increases job satisfaction and employees feel more committed to organizational goals that they have helped to shape.

Managers who are unproductive, undisciplined and lacking relevant skills most of the time do not motivate subordinates to perform their best. It is the management or leadership that can push the workforce in the right direction to realize their full potential for the benefit of the organization. Hence it is important that the management personnel be willing to manage effectively.

Work condition.

Working conditions have a direct influence on how a tool such as a performance management system affects organizational productivity. The environment in which employees are expected to perform their work should be conducive. If conditions of work are inferior or unfavorable to the workforce, they will definitely not perform to set standards. It can be argued that if the working environment is a good and conducive one, an employee who is not well may

find themselves going to work so that they part of a good social work environment (LiLin and Shiqian, 2018). Such behaviors are common for employees are committed team players and do not want to let down their workmates. Working conditions or the working environment includes characteristics such as physical and social conditions which have an impact on job satisfaction (Raziq and Maulabakhsh, 2015). Working conditions must be favorable for the performance management system to have strong positive influence on the organizational productivity.

External factors.

The study also revealed that external factors such as the weather conditions, economic climate, regulatory laws and the social culture negatively affects organizations' productivity. If not favorable the organization will perform poorly. External factors are usually beyond the control of the organization. Rainy weathers are not conducive for construction tasks. During such weathers construction companies do not function at all. Thus, making the company unproductive. If the economy is undergoing a recession, it will have negative impact on the organization's production. Sociological factors which involves employees having sense of belonging has proven itself to be a driving force for some employees to give an outstanding effort on assigned tasks (Posen and Zettermeyer, 2019) .Some social cultures which are not favorable makes doing business in such areas unproductive and unprofitable.

In the United Kingdom, Mason, O'Mahonym and Riley (2018) conducted a study meant to find out what was keeping United Kingdom's productivity down since productivity in UK was perceived as very low compared to other identical or matching advanced economies. Secondary data was studied on UK's productivity over a period of 10 years and possible causes

or explanations of such low productivity were identified. An inference made from the study was that outstanding causes of low productivity in the United Kingdom were skill deficiencies and poor management. A lack of skills has a negative bearing on organizational productivity. Companies which want to stay competitive in their targeted markets invest in the training and development of their employees so that they have the necessary skills that will enhance the organization's productivity. According to Ibrahim, Boerhannoeddin and Bakare (2017), in order to achieve and maintain high work performance, modern companies have adopted regular training and development programs so that they can survive in the competitive global business climate. A lack of skills in the workforce is indeed a cause of poor productivity. Managerial skills from those who are holding a supervisory position are also very important in shaping, guiding, and directing productivity in an organization. If managerial skills are lacking, it may be a cause of low productivity. By virtue, position managers are expected to use their skills to set the tone and expectations for their subordinates so that they are aware of what is expected from them as far as production standards in the company are concerned. In accordance to Ahmad and Ahmad (2021)'s experience as cited by Helfat and Peteraf (2015), managerial skills have a very critical input in the company's performance as they employ different dimensions of managerial handiness. It is evident that indeed a lack of managerial skills can result in poor organizational productivity since there will be very little or no guidance all.

Ivanovl and Usheva (2020) in Bulgaria carried out a research study to find out the cause of low productivity in the European Union. The study was done in Bulgaria since the country is part of the European Union. In comparison with other countries of the European Union, Bulgaria has the lowest labor productivity which is resulting in low competitiveness in the global markets.

An anonymous survey was collected from a total of 451 participants from a government owned railway company in Bulgaria. The study revealed that the major cause of low productivity had to do with workplace motivation. According to Ivanovl and Usheva (2020), motivators applied in a work set up are very key from the point of view of labor effectiveness hence why they need to be examined as they hold valuable information. Results from the study showed that in Bulgaria, the most favored motivators are socially inclined such as an open and friendly work environment. An open and friendly work environment provides a conducive atmosphere for employees to explore better ways of achieving performance without fear as they carry out their duties, and by so doing improving organizational productivity. On the other hand, Ivanovl and Usheva (2020) found out that there are employees that felt that remuneration is also a critical motivator that has a bearing on organizational productivity. When good performance is acknowledged and remunerated, there is great possibility that the performance will be maintained or repeated and if poor performance is punished, the culprits will be discouraged thus reducing the chances of the poor performance being repeated (Randell, 2014). A motivated employee is one that is prepared to do things differently by going beyond normal or standard expectations of their duty thus improving organizational productivity (Bawa, 2017). An organisation's energy and success comes from the motivation of its employees. Though their skills and abilities play a critical role in determining their work performance, so does motivation. Managers should ensure that their employees are motivated to perform tasks to the best of their abilities. Through motivation managers are better able to create a working environment and climate that is conducive to good effort and where employees are inspired to work to accomplish the organisation's goals. According to Chigara and Moy (2014), motivated employees perform

better because they are inspired or influenced to perform above average. There are employees that are motivated by money to work but there are also those who are motivated by recognition and rewards for them to be inspired to perform their jobs (Ganta, 2014). Such workers' productivity in the organization is dependent on the critical motivators that have been addressed.

Amjad and Awais (2016) conducted a study on Pakistan's productivity performance and total factor productivity (TFP) trends. The main objective of the study was to find out the root cause of the declining trend in labor productivity and total factor productivity for a period of 35 years from 1980 to 2015. An endogenous model was used to analyze the involvement of physical capital, human capital and total factor productivity in labor productivity using secondary data. The findings of the study revealed that economic growth and productivity in the country was extremely low because the education, skills and human capital at large are lacking. Skills, knowledge and experience enhance productivity in any given organization. It is very important in an organization to have a workforce that is well trained in their area of work so as to minimize errors that may lead to production losses. Also, according to Assiri (2016), trained employees are in a better position to effectively and efficiently carry out required day to day operations and by so doing increasing the organizational operation. Furthermore, Nwaeke and Onyebuchi (2017) are of the opinion that manpower training and development are key in providing the quality of employees that are able to convert available inputs to outputs as the organization carries out its strategic productivity objectives. Hence lack of key human capital in an enterprise is a cause of concern that may yield poor organizational productivity if not addressed in time.

In another study still in Pakistan, Anjum, Ming, Siddiqi and Rasool (2018) performed an empirical study which involved a survey design with an intention to find out the impact of different dimensions of a toxic workplace environment on job productivity of employees. A questionnaire was randomly administered on seven private universities which were selected through a systematic sampling technique in the city of Lahore in Pakistan. Out of the 300 questionnaires administered, 89% of them responded. The collected quantitative information was then scrutinized using statistical tools and analytical techniques. Results showed that indeed, the toxic workplace environment factors investigated had a negative impact on job productivity. All in all, due to unhealthy work environments, the job burnout levels of employees escalate and as such, they feel negative about themselves and eventually compromise the organization's productivity. Employees exposed to toxic environments are usually stressed, which makes them less productive. According to Assiri (2016), employees whose stress level is high are unproductive and are often absent from work thus hindering the completion of the organization's productivity targets. An unhealthy environment that compromises the welfare of employees such as a toxic one if not addressed, it can cause a serious decline in the organizational production resulting in loss of business. It therefore makes perfect sense to say that a work set up or climate that promotes the welfare and wellbeing of members of staff within the organization is one that makes the workforce comfortable and committed to their work and by so doing promotes organizational productivity (Anjum et al 2018).

In a country called Libya, in the Northern part of Africa, a study was conducted by Prefer, Almamlook and Suwayd (2017) to investigate a productivity analysis of the General Electric Company of Libya. The study was meant to determine the partial productivity and the total

productivity of the General Electric Companies between the year 2006 and 2014 and use the obtained results to assess the prevailing company's productivity. After studying secondary data, results proved that over years the company's productivity had declined tremendously, and it was concluded that the causes of the poor organizational productivity were attributed to poor leadership and ineffective managerial skills in managing the accessible facilities and resources of the company. Incompetency by decision makers being managers or organizational leaders has a very negative impact on organizational productivity as it results in poor productivity. It has come out clearly over the years that sound managerial skills with accurate decision making can transform an organization into a highly performing one. Solaja, Idowu and James (2016) are of the opinion that for an organization to realize the prime of its organizational productivity, leadership qualities become handy in aiding the company to conquer the ever-increasing business obstacles that are capable of resulting in waste of company resources, skills and the company's potential. Weak or ineffective management has an impact on the company's productivity in the sense that, it is the management that is expected to draw organizational strategies and find the best way to implement these strategies so that the business objectives are realized (Assiri, 2016). If managers are handicapped in terms of managerial skills or are failing to play their role effectively by virtue of their position in the organization, it may result in low organizational productivity.

Still in the northern part of Africa, in Egypt, Hafez, Aziz, Morgan, Abdullah and Ahmed, (2014) performed a study that was meant to identify and position factors that were deduced to be relatively important in labor productivity of construction firms within the country. A questionnaire survey was carried out on a sample of local contractors which were statistically

drawn. The questionnaire was made up of 27 productivity factors which were classified under four major categories being: human or labor issues, managerial related matters, technology matters and external issues. The study reflected that from all factors that were investigated, some of the most prevailing factors which were found to be the cause of poor organizational productivity and were applicable to a number of organizations included: payment delays, lack of skills from the workforce, shortage of experienced workers, poor supervision skills and low motivational level of employees. Delayed payments to contractors and other stakeholders lead to problems which affect the effective and efficient accomplishment of construction projects eventually resulting in poor organizational productivity (Akinsiku and Ajayi, 2016). Late payment is very discouraging to employees, and it eventually affects their performance as it offers some form of stress resulting in poor organizational productivity. It has been argued by several scholars that if the workforce does not have the relevant skills and know how, it only stirs up poor organizational productivity in the organization. On the other hand, poor supervisory skills are also a cause of poor productivity in an organization because of poor guiding, insufficient coaching and poor monitoring by some supervisors. Motivation levels that are low result in poor productivity as employees do not have the internal drive to go the extra mile when they perform their duties.

In South Africa Wadesango, Mhaka, Chikomo and Wadesango (2018) conducted a study to establish the source of poor service delivery and find out if outsourcing public service delivery will better services in local authorities. The study involved a thorough cross examination of secondary data from other researchers. Findings reveal that the cause of poor service delivery was political intrusion, lack of citizen participation, limited running capital and corruption.

Political interference hinders government institutes' ability to make independent decisions through their management. The management is in a better position to make decisions that enhance the entity's productivity. If there is interference from outside such as that of politicians with limited knowledge on the operations of the organization, it will only result in poor productivity. Lack of service delivery may be due to a failure to involve citizens in matters that concern them. Sometimes the overall service of government institutes is not satisfactory because the public prefers to receive certain services in a certain manner that is different from how the government is offering such services. As a result, the government institute fails to offer services effectively because the public is reluctant or uncooperative. Lack of citizen involvement can therefore result in poor service delivery. Limited or lack of funds is also a possible cause of poor organizational productivity. Some firms fail to perform to their maximum potential to the point that in some cases organizational productivity even declines significantly because the organization cannot afford the machinery and the workforce that can improve the overall productivity of the entity. Lastly, corruption can also lead to poor organizational productivity. Corruption has a huge impact on economic and societal growth and has the potential to spread through various sectors of an organization as well as the economy (Dimant and Tosato, 2017). Corruption cripples an organization to perform at its best or to achieve its set performance objectives since employees who are corrupt are more concerned about their interest at the expense of the organization.

Moloto, Mkhomazi and Worku (2020) explored factors that contributed to poor service in South African rural communities. The study used secondary data as the main source of data. Inferences of the research study showed that there were a number of issues that were causing

poor productivity from government institutes offering services in rural areas. One of the causes of poor productivity identified by the study was the political interventions made at local, provincial as well national level that disturbed the running and functioning of the government offices. Government institutions which are influenced and disrupted by political interests end up under performing because they are denied independent decision-making platforms for their optimal service delivery. Maladministration is also another cause of poor service delivery discovered by the authors. Management that is incompetent and lacking in managerial skills, often fails to provide direction that leads to the organization achieving its performance objectives as planned. As a result, the organization becomes unproductive. Lastly, the study also revealed that nepotism led to poor service delivery as government tenders were allocated to underperforming contractors. It is a common practice that most governments outsource services if they are overwhelmed or do not have the capacity to perform such services. Outsourcing such services from favored incompetent companies eventually deems the organization unproductive.

Again, in South Africa, Green (2016) conducted a study with the aim of investigating factors that impact productivity within an organization from the point of view of government employees in KwaZulu-Natal, South Africa. The study employed a quantitative approach using a sample of 161 employees obtained through a non-probability sampling method. A questionnaire was administered in two different offices both located in KwaZulu-Natal. Statistical correlation was applied. All in all, the study indicated that the six factors that affect productivity in government owned institutions are institutional policies, staff benefits, performance appraisal, workplace interaction, effective leadership and work life impartiality. Some organizational policies counter productivity within an organization as they are sometimes

outdated and no longer relevant to current times (Green, 2016). They also limit employees and prevent them from reaching their potential. For example, if the used and only accepted organizational communication policy is ineffective, it disturbs the dissemination of information which may be key to productivity. Still according to Green (2016), employees weigh or compare their benefits to their input in the organization. Employees have a tendency of holding back if they feel their benefits are not matching the input they have invested in the company, resulting in organizational productivity declines (Posen and Zettelmeyer, 2019). Timely performance reviews give positive feedback to employees and by so doing help them to be more productive (Green,2016). In other words, a lack of performance appraisals may turn out to be the cause of poor productivity if those are not performed in time or not performed at all. Work interaction is concerned with how workers relate to each other in the workplace. In accordance with Green (2016), negative work interactions contribute poorly to organizational productivity in the workplace according to the public servants of KwaZulu Natal. Effective leadership sets the tone for the level of productivity that is expected in an organization (Posen and Zettelmeyer, 2019). If the leadership is lacking somehow, it may be the cause of poor organizational productivity. It is important for employees to have a balance between their work life and private life. If one of these dimensions suffers, it will negatively affect the other one and eventually organizational productivity as well.

Zerihun and Mashigo (2022) examined the extent of lacking service delivery and what needs to be done to improve it in Mpumalanga province of South Africa. The research employed a quantitative research approach. A questionnaire was administered on a sample size of 120 participants which were drawn using random sampling technique. Findings of the study reveal

that lack of workforce, funds and relevant technology are the causes of poor productivity. An organization does not have enough employees to carry out services that it is expected to offer, it eventually fails to perform to expectations. It is important that the company has enough skilled workforces to adequately provide services. Insufficient workforce diminishes the organization's ability to produce more. Hence why, it is indeed a cause of poor organizational productivity. Funds are a critical resource in the successful smooth running of every company if it is to survive in a competitive environment. Lack of funds result in a poorly performing organization (Armstrong, 2015). On the other hand, the adoption of new technology increases the company's productivity (Rasool, Warraich and Sajid, 2022).

Mashwama, Thwala and Aigbavboa, (2018) conducted a study on poor service delivery of road infrastructure in South Africa. The study employed a quantitative research approach. A questionnaire was administered to participants drawn from construction companies in Gauteng province. Of 70 questionnaires administered, only 50 responses were received. The study identified several causes of poor productivity and ranked them. The number one cause of poor service delivery in road infrastructure in South Africa is community unrest or disruption. It is common in South Africa that when the community is unhappy with the service delivery, it resorts to strikes and stops ongoing projects. Another cause of poor service delivery revealed by the study is time and financial issues. Sometimes organizations perform poorly because they are assigned projects which they have to work on under pressure to complete due to limited time. Limited funds also make matters worse as the company produces substandard services and products. The study also revealed that the lack of proper planning was another major cause of poor organizational productivity. Planning plays an essential and strategic role in the successful

completion of any operation to be undertaken (Caruth and Humphreys, 2018). Lack of planning can only result in failure which can be in the form of a poor service or product.

Locally in Botswana a study was done by Mapfaira et al (2015) on the impact of performance improvement techniques in the textile industry in the country. The study was motivated by the observed lack of competitiveness in the textile industry within the country due to poor quality products brought about by the inefficient operations despite the excessive production costs. In their study, Mapfaira et al (2015) adopted a descriptive survey that was made up of quantitative data gathered through a questionnaire and follow up interviews to gather qualitative data. The questionnaire was administered in 60 companies from which 40 sent back responses. A total of 7 follow up interviews were then conducted to gather qualitative data. The selected respondents for the interview were directors, quality managers, production managers and anyone else who happened to hold a senior managerial position in the organization. Results of the study revealed that the root of poor quality products or poor production within the textile industry of Botswana was the very limited knowledge, training and understanding of production improvement techniques, tools and managerial practices. With minimal mastery and training of production improvement techniques, tools and managerial practices, employees are limited in terms of uplifting organizational productivity. Such a deficiency in terms of knowledge, experience and training can really ruin or result in very poor organizational productivity. Another finding by Mapfaira et al (2015) demonstrated that an additional possible cause of poor production that was resulting in substandard products, was the failure to have in place a clear strategic approach. The leadership did not have a clear strategy that informs the organization on which tools and techniques are to be used for the success of the enterprise. Effective managerial

practices have a significant impact on organizational productivity. Poor planning, coordination and control, which are key aspects of management, have a serious impediment on productivity (Chigara and Moy, 2014). Lack of mastery of managerial practices can turn out be the source of poor productivity within the enterprise.

Poor labor productivity has a significant repercussion on the performance of an overall construction project (Hafez et al, 2014). It is therefore very important to acknowledge and appreciate that there are quite a wide range of factors that may result in poor productivity depending on the nature of the organization. Anything that prohibits the organization from realizing its performance standards can be confidently declared as a source of poor production within the enterprise. In order to be fully productive, it is of major importance for organizations to function at level that they are in a position to explore their full capability using their resources.

Effects of poor organizational productivity

Poor productivity in an organization result in a number of setbacks. Such setbacks usually put the company on a back foot or disadvantage when it comes to doing their normal business. It is every organization's desire or interest to perform to a pre-determined performance standard that has been set by the company. If the organization fails to attain acceptable performance levels, it is said to be in a state of poor organizational productivity. Thanks to its human resources, the company has a responsibility to facilitate service provision and delivery to curb any form of poor or unsatisfactory performance that may yield negative outcomes (Bamgbose and Ladipo, 2017). Hence an underperforming company is one whose overall performance is low making it impossible to sufficiently achieve its overall performance objectives. In these

current times, every company whether big or small, private or government entity is striving to be productive enough and prevent repercussions that come with poor organizational productivity. Productivity is regarded as the most important way of measuring work within an organization, and it is known as a crucial indicator of measuring the overall performance of an organization in the field of management (Suliman, 2018 and Wall, 2014). According to Ojha (2014), some organizations are failing to be productive despite the reality that productivity is the main interest of every modern organization regardless of the nature of its business i.e. social, government owned or private company. Possible effects which are perceived to be the consequences of poor organizational productivity appear in the form of low productivity, poor labor productivity, poor quality products and poor quality service depending on the nature of the organization and have all been raised by a number of authors.

In India, Anand and Srivastava (2014) carried out a study to find out the possible causes, effects and solutions for poor quality products and service in a power producing firm. Secondary data was analyzed by the authors with the aim of identifying the root causes, repercussions and possible remedies to address the poor quality systems. The findings revealed that one of the effects of poor quality products and service in electric power firms was the interruption of electricity production process in the firm as certain departments were under performing. Poor organizational productivity affects other internal processes of the organization making the whole company fail to perform adequately. Internal processes in an organization form a system which is interlinked. The failure or the sluggishness of one process as a result of poor productivity, negatively affects the other processes and prevents them from functioning at their optimum. Another effect discovered by Anand and Srivastava (2014) was that the poor quality products

and service in power system affect sensitive equipment. Poor quality production and service delivery may lead to the damage or even failure of certain delicate equipment. Such equipment usually would not have been given the necessary attention and the standard of assessment they require to function adequately hence their failure or damage. Anand and Srivastava (2014) also found out that poor quality productivity problems in power systems results in downtime. Poor organizational productivity may result in production losses as the company ceases to function. If a company is vulnerable to downtime, it loses out on business that could have been made as a result of poor organizational productivity that has made the company to cease running.

Obiekwe and Obibhunun (2019) examined the impact of employees' job satisfaction on organizational performance in Nigeria. Secondary data was theoretically explored to determine to what extent does job satisfaction affect organizational productivity. An inference made from the study by the author was that minimal job satisfaction resulted in poor productivity in an organization. According to Obiekwe and Obibhunun (2019), if employees are satisfied, they are comfortable at work to carry out their duties and helping the organization to successfully attain its organizational goals. Unsatisfied employees are usually absent and unmotivated to work. As a consequence, organizational productivity seriously declines.

Mahamid (2022) investigated the interconnection between delay and productivity in building projects in Saudi Arabia. A questionnaire was used to collect primary data. The sample used was made up of 50 construction companies and 50 consultants. An Excel package was used to analyze the collected data. After identifying some possible causes of delayed construction projects, the study went on and made inferences on the effects of poor labor productivity within organizations. One of the major effects of poor labor productivity was delayed payments. If

employers are not paid in time, it often has psychological effect on their productivity (Francis, Ramachandra and Rotimi, 2016). Such employees are distracted to invest 100% of their effort thus making the organization less productive. Another effect of poor labor productivity as revealed by the study was lack of experience from employees. Experienced employees are more productive as they carry out their duties because they are familiar with the work environment. Inexperienced workers are less productive because they cannot execute their work effectively and efficiently because they often lack exposure, knowledge and expertise (Ahmad, 2022). The study also revealed that frequent change of orders were effects of poor productivity. As a result of the workforce failing to perform their work, supervisors are often forced to change instructions as a way of trying to prevent a situation which could be getting worse. Rework is also one of the effects of poor productivity that was revealed by the study. If a company fails to perform to the client's expectations because of its poor organizational productivity, the company is forced to do the work to prevent losing business in the future (Asadi, Wilkinson and Rotimi, 2021). Lastly the findings revealed that there are financial implications that come with poor organizational productivity. The company is often forced to incur extra cost as result of poor work by employees. Such extra cost could be in the form outsourcing expertise or employing more employees so as to complete a project in time.

In another study in United States Krasner (2018) published a report on behave of Consortium for IT Software Quality (CISQ) on the cost of poor quality software in the United States. The study involved a thorough analysis of secondary data so as to establish an understanding of the financial implications of production of poor quality software on the society and the United States of America as a whole. Findings of the study revealed the major effects of

poor organizational productivity, poor services and poor products or systems can be classified into; Internal Failure and Deficiency Costs, External Failure and Deficiency Costs and Management failure.

Internal failure and deficiency costs

By internal failure and deficiency costs Krasner (2018) was referring to costs incurred by the company as result of the system failure before it leaves the organization or before it was sold to the customer. Since the system will be having a deficiency of meeting certain demands or standards, the repercussion is that the product produced will be a waste or in some cases there will be need for rework. One can therefore say that poor products as result of poor organizational productivity result in a waste of resources and rework which may cost an organization fortune.

External failure and deficiency costs

According to the Consortium for IT Software Quality (CISQ)'s report by Krasner (2018), the company also suffers external failure and deficiency costs. External failure and deficiency costs are those incurred by the company when the substandard product or service is now in the hands of the consumer or customer. The defective products lead to repairs, returns, customer complaints and warranty charges (Krasner, 2018). Indeed, poor organizational productivity may diminish the level of customer's satisfaction leading to poor customer relations as customers reject products or services they are unhappy with.

Management failure

Management failure refers to effects of poor productivity which are not caused by a technical effect. They are effects associated with management or within the jurisdiction of the management in an organization (Krasner, 2018). As a result of wastes or scraps produced and repairs made as a consequence of poor quality products and poor production, the management is often expected to make unplanned costs due to underestimations that the company will be facing. Such an activity to an extent reflects managerial failure from their planning stage all due to poor organizational productivity. Another consequence of poor quality products and service from the management's level was that, to prevent a situation whereby the company's image is tarnished and reputation ruined, management is forced to make decisions such as to sell products cheaply or make massive sales to get rid of the poor quality products. Poor organizational productivity results in extra costs to the organization as the management is coerced into making difficult decisions which impede on profits or returns as they sell their produce cheaply. As a result, the organization loses out on profits or revenue that could have been generated had there not been poor organizational productivity. Lastly according to Krasner (2018), it is an effect poor quality products and systems that management is drawn into endless meeting so as to curb the poor productivity taking place in the company. Excessive management meetings in response to poor organizational productivity, is a drawback that an entity may undergo as an effect of poor organizational productivity setback.

Still in the United States of America from the Jacksonville University in Florida, Assiri (2016) wrote an academic paper on the risk of loss of productivity in workplaces. The paper's aim was to analyze the risks of loss of productivity, identify the root cause factors of loss of

productivity and the effect of the loss of productivity on businesses. The author gave his academic opinion on the subject matter supported by various literature quoted in his paper. Several factors that lead to loss of organizational productivity were discussed. Finally the author discussed possible effects of low productivity on an organization. One of the effects of poor organizational productivity identified by the author was that, there will be low production in firms because such companies are unable to meet performance targets. Poor organizational productivity leads to a company that is under performing hence loss of productivity. Another effect of low or poor organizational productivity is that, employees who are not performing become a liability to the company because they are of no benefit the company. Employees who are under performing, by so doing lowering the productivity of an organization, only add to the liabilities of the entity since the company can do without them. Lastly Assiri (2016) identified lack of competitive edge over competitors as another effect of poor organizational productivity or low productivity. Indeed, a firm that is under performing loses out on business to competitors as it is unable to meet the demands of the market because of its unsatisfactory production.

Gosnell, List, and Metcalfe (2020) made a study on the impact of management practices on employee productivity in the United Kingdom (UK). The study was a field experiment with airline captains in the commercial aviation of UK. The field experiment run for 8 months study. Managerial practices under performance management system that the study was concerned with were setting of performance targets, performance monitoring, performance appraisal and prosocial incentives. Findings of the revealed that the managerial practices had a remarkable positive effect on the captains' productivity especially on taking necessary to save fuel. Out of the managerial practices that were of concern to the study, performance target setting, and

performance monitoring proved to be leading in bring about a positive effect employee productivity. The study also revealed that managerial practices also enhanced employee productiveness.

In a study carried out in Egypt by Abdel-Hamid and Abdelhaleem (2020), the effect of poor labor productivity on construction projects was investigated. The study collected and analyzed data that was obtained from a mega construction project over duration of 69 days in 6 months. Time lost as a consequence of poor labor productivity in construction was quantified and the cost of losing such time was determined. The difference between the unaffected times, cumulative baseline productivity and the actual aggregated times was used to find out the lost time in hours. The inferences of the study revealed that as a consequence of poor labor productivity in the construction project, the final labor cost is greater than the initial estimated costs. Under normal circumstances every project that an organization decides to undertake, there is an estimated time frame and costs. If the organizational productivity declines, it calls for more time to complete the work hence more costs which were not budgeted for will be incurred. It can therefore be said that, indeed poor organizational productivity results in loss time which has a bearing on costs as projects take longer time to be completed implying that more financial losses are incurred.

In South Africa Van Antwerpen and Ferreira (2016) carried out an investigation on factors that contribute to poor quality service by the administrative public servants in Gauteng province. The study employed a qualitative and quantitative research method with the aim of determining the effect of certain job factors and job environment on the well-being of non-management public servants and their poor service delivery. A questionnaire was administered

on the sampled public servants and 158 completed questionnaires were received back. The study revealed that as poor service delivery continues in the public sector, there is going to be cost increases. It becomes expensive for a client to receive a service from the government if the service delivery is poor because customers are often forced to make a series of visits to a particular government institute for them to receive a service which they could have got from a single visit. Poor organizational productivity indeed can skyrocket cost for clients as they incur extra costs which could have been avoided had the service been better. Another finding by Van Antwerpen and Ferreira (2016) was that the continued poor service delivery will also lead to a highly frustrated community. When the community is continuously being disappointed by service providers with their poor service, they get annoyed with the government entity that is providing such a service. Poor service delivery or poor organizational productivity if not dealt with may result in highly frustrated members of the community who have lost confidence in institutes that are expected to provide a given service or product. Lastly findings of the study revealed that the persistent poor service delivery in Gauteng province is resulting in a decline in foreign direct investment. Every foreign investor wants to invest in a country whereby there is certainty that productivity is going to be high enough for them to breakeven and make profits. The greater and better the standard of organizational performance within the organization, the more returns on investment made by the company. Poor organizational productivity as a matter of fact can result in a decrease in foreign direct investment.

Again, in South Africa Mushato, Mashwama, Thwala and Aigbavboa (2020) conducted a study Gauteng Province with the aim of investigating the effects of poor performance on roads infrastructure projects. Random sampling method was employed in the study. A total number of

100 questionnaires was administered on South African registered construction companies. From the 100 questionnaires administered only 76 were collected and used in the study. The findings of the study are summarized in Table 2 which is adopted from Mushoto et.al (2020).

Table 2

Inferior effects of poor performance in road infrastructure undertakings

Factors
Decline in productivity levels
Cost overrun
Time losses
Environment impact
Misunderstandings between owner and contractor
Turnover of skilled employees
Strain on the contractor
Reconstruction
Cancellation of contract
Delayed payments of the loan by the contractor
Absconding
Insolvency
Impairment of the company's image
Poor quality

Source: Mushotoet.al (2020)

A significant number of effects found by Mushoto et.al (2020) from their study apply to a number of organizations which are performing poorly whether private or government. An effect of poor organizational productivity such as loss of productivity will apply in all organizations. If an entity's production is low, it will definitely lose out on the products or service it could have made due to its poor organizational productivity. Disputes between an employer and a contractor are a common effect of poor organizational productivity. If the contract owner is not happy with the standard of service provided by the engaged contractor, there will be friction between the two which could have been avoided if the service was not poor. Time overrun is another consequence of poor service or productivity from an organization. Projects or services which usually run for a longer period than the initial planned time frame is a result of poor performance standards from an organization providing the service. In some cases, poor organizational productivity can result in a rework. If the client is not happy with the poor service or product, it may call for a rework at the expense of the service provider. Termination of contract is another possible result of poor organizational productivity. If the contractor continues to underperform, it compels the employer to terminate the contract or employment. If poor organizational productivity persists, the company can find its self-bankrupt. Such companies usually struggle with financial commitments. They are unable to make sales in time and pay their financiers or whoever they owe. This may lead to the liquidation of the firm. Lastly poor organizational productivity may result in poor quality products which customers may not be interested in. Poor quality products are a result of compromised performance standards in an organization. It is such poor quality products and poor services that have made clients shy away from outlets which were once the most favored.

Still in South Africa, Moloto, Mkhomazi and Worku (2020) carried out a study on factors that played a part in resulting in poor delivery that was taking place in South African rural communities. Secondary data adopted from HSRC South African Social Attitude Survey (2003 – 2015) was analyzed from the perspective of poor public service delivery factors. The study made inferences that there were a number of factors that were resulting in poor productivity in rural communities of South Africa. It was also deduced that one of the effects of poor service delivery was corruption. According to Moloto, Mkhomazi and Worku (2020), as result of poor service there were very poor and ineffective financial management practices that gave room to corruption. Without proper record keeping, some government employees found an opportunity to indulge in corrupt practices knowing that no one will hold them accountable for missing funds. Poor organizational productivity may lead to corruption by organizational employees because of poor monitoring and accountability. Another finding by Moloto, Mkhomazi and Worku (2020) which was an effect of poor public service delivery in rural areas was that the slow pace was resulting in socio-political problems. Sometimes members of the community are of the impression that the poor service delivery from government offices could be a form of reluctance from the ruling party since most members of that particular community are from the opposition party. Poor organizational productivity especially in a government entity may cause socio-political tension within the community thinking that the political party that is in governance is party to low standards of service delivery. Moloto, Mkhomazi and Worku (2020) also found out that as poor service delivery continues, there is an increase in frustration levels of community members to an extent that it has even triggered community strikes in the past. One can therefore

say that, poor organizational productivity if allowed to persist, it frustrates the intended or targeted customers especially if such customers do not have an alternative option to acquire the service or product. Lastly Moloto, Mkhomazi and Worku (2020) found out that poor service delivery discourages foreign direct investment. Poor organizational productivity makes foreign investors to shy away from investing in such companies or even countries whereby there is a culture of poor productivity. It is every investor's desire to see returns from investments made, so if the organizational productivity is poor, there will definitely not be any form of return on investment.

Masiya, Davids and Mangai (2019) assessed service delivery in the public sector of South Africa. The researcher employed a quantitative research approach to the study. Secondary data was used in the study. Data gathered was statistically analyzed using SPSS. Findings of the revealed there were a number of effects that came about due unsatisfactory service delivery. One of the effects of terrible organizational productivity discovered was unhappy clients. The community will definitely be dissatisfied if the service to be provided is poor or if the goods to be bought are poorly processed. Another effect of poor organizational productivity revealed by the study was unfulfilled political promises. Poor organizational productivity by the public sector results in unexecuted promises made by politicians. When government offices offering services fail to deliver, the community members who had voted the ruling party into power feel betrayed as political promises are not kept. The study also revealed that poor service delivery resulted in uneven access to service delivery. Poor service delivery by some government offices results in a given service not being uniform in all government offices. Such an irregular access to a particular service by the public sector is all due to an unaddressed persistent poor organizational

productivity in a government office. Provision of substandard services is also one of the effects of poor organizational productivity identified by the study. A poorly performing organization always offer services or products that are inferior, not genuine, unworthy, and unacceptable (Alex and Taonaziso, 2021). It can therefore be said substandard products and services are a consequence of poor organizational productivity. Lastly the study revealed that poor organizational productivity by the public sector resulted in high levels of poverty. When community members who are less fortunate are unable to receive basic services for their survival, poverty escalates. Government offices with a mandate to provide a particular service such as provision of monthly packs to needy families, will only drive such families to poverty if their needs are not met because of poor service delivery. Poor service delivery can indeed cause poverty if not addressed in time.

In another study in Zimbabwe, Murimoga and Musingafi (2014) conducted a study on the local governance and service provision using Harare and Masvingo municipalities as their case studies. The study employed both quantitative and qualitative research methods. Interviews were conducted on the municipal management while experimental observations and administration of questionnaires were carried out on the non management public servants of the sampled representatives. The sample size comprised of 100 participants from Harare and 50 participants from Masvingo. As part of the findings of the study, it was found out that as a consequence of poor service delivery, there was corruption, nepotism and lack of responsiveness to queries and problems of the public. Poor organizational productivity leads to corruption in a number of ways. According to De Rosa, Gooroochurn and Gorg (2015), some customers often pay bribes to obtain a better and hasty service if they are of the opinion that it is the only way to

ensure that they get a service or product they are desperately in need of. With an environment whereby there is poor organizational productivity there is room for those in power to practice nepotism because there is no close and regular monitoring of internal processes in the organization. In poorly performing government institutes, there is usually very delayed or no response to problems and queries raised by the public. It can therefore be said that in entities whereby there is poor organizational productivity whether private or government there are implications of customers' demands, requirements and queries are not being met.

Effects of poor organizational productivity pose a serious threat to the future or continuity of any business whether government or privately owned enterprise. Hence unsatisfactory organizational productivity or even poor service delivery in an organization is a very critical aspect of an organization as it can result in negative effects that could lead to the downfall of the organization or its closure.

How Performance management system affects organizational productivity.

Organizational productivity is vital to every organization hence the management has to use appropriate performance management tools to ensure that performance is up to set standards. According to Armstrong (2015), performance management system's effectiveness is measured by how employees' objectives are strategically aligned to organizational strategic objectives. The prosperity and sustainability of an entity depends on its organizational performance as the organization successfully carries out its performance objectives. Such performance objectives are strategically carried out using a performance management system which involves drawing up goals that reflect expectations and a defined performance (Otley and Franco-Santos, 2018).

The main concern and purpose of performance management is all about improving organizational productivity through supervision of the employees' productivity (Khaliq & Butt, 2018). A number of authors have conducted studies on the consequences of performance management systems on company's productivity.

In China, Fang and Layraman (2022) conducted a formal inquiry on the impact of performance management system on employee productivity in cross-border e-commerce companies in China. Performance management systems used by China's cross border e-commerce entities were analyzed so as to determine how they affected employee productivity. A quantitative research approach was employed in the study whereby implications of performance review, reward methodology and performance feedback on organizational operations were assessed. The authors used descriptive statics to analyze data. Inferential statistical tools were also applied to establish the interdependence between dependent and independent variables. Findings of the research reveal that with the use of performance appraisal, employees are enlightened on what is required from them and the implications of their performance. With performance appraisals, there is in a better and informed status to make pronouncement that affect their employee productivity. It can therefore be said that, performance appraisals which are part of the key aspects of a performance management system, provides an opportunity for an employee to function or perform optimally. Another finding made by Fang and Layraman (2022) from the study is that, reward systems enhance productivity and it should be flexible so that creativity of employees as they carry out their work to achieve organizational goals is improved. An organizational reward system in a performance management system can be demoralizing to employees if they feel that it does not match their input, resulting in less

productive employees. Reward system component of a performance management system has an effect on the organizational productivity.

In Pakistan Awan, Habib, Shoaib Akhtar and Naveed (2020) performed a study aimed at determining the power of performance management systems in terms of accuracy and fairness on employee performance. A structured questionnaire was administered on a sample size of 285 participants. The sample was drawn from 8 private banks in Pakistan. Results of the study clearly reveal that performance management system's effectiveness has remarkable and positive influence on the task performance and contextual performance in Pakistan's private banks (Awan et al, 2020). As such one can say that, with a sound performance management system, employees effectively carry out their tasks with accuracy. Another finding of the study is that with a performance management system, there is also a positive influence on work engagement of employees as they carry relevant work. With an effective performance management system, employees are positively engaged in a manner that is meaningful and most importantly that contributes to the organizational performance goals.

Kanwal (2018) examined the impact of performance management system on organizational productivity of higher education institutions in the case study of Pakistan. The study employed both quantitative and qualitative research methodologies. Interviews which were semi structured by nature were carried out in three chosen institutions in Pakistan. Data collected from the interviews was analyzed using NVivo software to code and develop themes. Findings of the study revealed that the performance management systems in higher education institutions are not properly implemented. Performance oriented culture is lacking in higher education institutions of Pakistan. Performance management systems used are failing to instill a

performance oriented culture resulting in institutions to be less productive. According to Kanwal(2018), as a result of such unfavorable culture, the lacking performance management systems do not motivate employees to make initiatives and creative. As a consequence the organizational productivity is not satisfactory.

Koufteros, Verghese and Lucianetti(2014) conducted a research on the effect of performance measurement systems on an entity's performance in Italy. The intent of the research was to provide explanatory evidence on the efficacy of performance management system on the organizational capability and productivity. A sample of 1000 organizations in Italy was randomly selected from a data base that consisted of multinational firms, government owned and private entities. The sample covered a wide range of organizations from a range of industries and organizational characteristics so that generalization that is well informed and maximized can be made. One of the findings was that over time performance management system enhances an organization's financial performance (Koufteros et al). It may be attributed that a performance management system provides focus that guides an organization on how to strategically dispense the organization's finance on what counts most as far as the organizational productivity or performance is concerned. Another finding was that the application of a performance management system transforms the individual and company attributes as it impacts on the motivation or creativity of employees in the organization. All in all Koufteros et al (2014) are of the opinion that there is enough evidence that companies that are loyal to their performance management systems experience an improved capabilities which in turn impacts on the organizational performance.

Tjahjadi, Soewarno, Astri and Hariyati (2019) conducted a study in Indonesia on the relationship between intellectual capital in performance management system and organizational productivity. On line questionnaire was used collect primary data. Results of the revealed that there a strong positive association between performance management systems and organizational productivity. According Tjahjadi et al (2019), with strong intellectual capital on the performance management system , organizational productivity is significantly magnified as the performance management system is effectively implemented. It can therefore be said with a properly executed performance management system, the organizational productivity will improve beyond reasonable doubt.

Francis, Enyinna and Nnedinma, (2021) did a study in Nigeria on the relationship between performance appraisal of employees and their productivity for certain banks chosen in Port Harcourt. A survey study approach was employed. The sample was drawn from 10 commercial banks in Port Harcourt. Structured questionnaire was used to collect data from 121 respondents drawn using random sampling method. SPSS version 20,0 was employed to analyze the data. Based on results analysis conducted, it was found out that performance appraisal tool has a prominent impact on employee performance. Recommendation make is that organization pay attention at designing and implementing effective performance appraisal systems. The appraisal system adopted should provide a clear assessment of the employee's performance with respect to agreed performance objectives. Effective performance appraisal systems also create an atmosphere for building positive relationships between supervisors and supervisees.

Karthikeyani (2020) performed a study to investigate how performance appraisals of an employee influence his or her motivation and productivity levels. Both primary and secondary data were employed in the study. Primary data collected from interviews and observations made. Findings of the study revealed that performance appraisal have significant positive impact on employee productivity. According to Karthikeyani (2020), the expectation is that in an effective performance appraisal system, goals should be clear, performance gaps should be identified and a development program should be drawn. Such an arrangement acts as motivator to the employee. There is professional growth for the employee as they go through career development solutions. Performance appraisal through performance managements system indeed improves organizational productivity.

In India Archana (2020) examined the impact of performance appraisal system in improving the productivity level of the workforce. The descriptive type of study used both primary and secondary data. Primary data was collected from a sample size of 60 participants drawn from 300 employees. Results of the research reveal that organizational productivity is enhanced through performance appraisals when such performance evaluations are regularly made with respect to achievements, company goals, realized targets and time management. It can therefore be said that, performance appraisals as critical a component of a sound performance management system, strengthen organizational productivity because assessments are on the basis of accomplishment of strategic objectives and productivity targets that have been set from the beginning. Further, the study revealed that with a performance appraisal system in place, productivity is enhanced in the sense that it provides a platform for training needs and

areas of development to be identified and a development plan drawn for future improvement of employees' productivity at that of the organization at large.

Still in India, Verma (2018) analyzed the effect of compensation and reward system on organization performance. Punjab National Bank in Varanasi Circle was used as the case study. Primary data together with secondary data were utilized in the study. A sample size of 270 drawn using random sampling method was used to gather primary data. Results of the study analyzed using One Way Analysis of Variance (ANOVA) revealed that reward systems in performance management system used at Punjab National Bank motivated employees to perform resulting in an improved overall organizational productivity. With a performance management system that has a lucrative and enticing reward system, employees in an organization are motivated to perform above their usual performance resulting in enhancement of organizational productivity.

Santi and Rahim (2021) investigated the impact of performance management system on employee performance in a case study conducted in Bangladesh. A questionnaire was administered on a sample size of 61 participants which were drawn using random sampling method from Food Products Ltd Company. Findings revealed that the training and development has a remarkable impact in improving productivity in the company. The development plan that is designed on the basis of employee weakness, develop and transform underperforming staff members into more productive employees. Another finding revealed by the study was the coaching and feedback also has positive impact on the organizational productivity. On the basis of continuous feedback, employees are mentored and advised on how to improve their work to become more effective. Lastly, the study also uncovered that the reward system used by the Food

Products Ltd Company had an influence in improving the organizational productivity. According to Santi and Rahim (2021) the enticing reward system strategy encourages employees to go an extra mile as they carry out their duties by so doing they become more productive.

In Malaysia, Saudi (2014) performed a doctoral dissertation on the effect of performance management systems and the company's culture on the workforce's attitude in Malaysian government statutory institutes focusing on Majlis Amanah Rakyat (MARA). The study employed a quantitative research approach. A questionnaire was administered on sample size of 1000 respondents was drawn from 13 MARA branches around the country. The collected data was analyzed using SPSS version 17, Cronbach Alpha, Pearson's Correlation Analysis and the Regression statistical techniques. Findings of the research revealed that as result of the Balance Score Card which is component of a performance management system, internal processes such coordination within the organization and communication among employees plays a significant role in determining employees' attitude that affects the extent of performance in the organization. Through the improved communication and coordination within the organization, definitely productivity within the agency will also be enhanced as a result of the synergy and liaison between department, units and other stakeholders within the organization. Another finding related to performance management system was that with the Balance score card Learning and Growth perspective, there is provision of human resource which is knowledgeable within the organization resulting in an organization that has a competitive edge other government institutes offering a similar public service. Employees who are competent, well trained and prepared to grow professionally will always be of positive benefit to company because they can adequately

and effectively deliver a service they are expected to perform. By the performance management system advocating for learning and growth productivity within the organization, overall performance in the organization will be uplifted.

In Ireland a study was performed by Murphy (2020) on Performance evaluations. Performance evaluation is a critical component of performance management systems. In his study the author scrutinized performance appraisals employed under performance management system. Findings of the study revealed that improving performance management without depending heavily on frequent performance evaluations is for managers to embrace performance leadership. Successful leadership and coaching on performance should be based on key areas that will yield an effective performance management system. Murphy (2020) is of the opinion that managers should focus their activities on being in the fore front of changing and leading performance to their desired direction. The study revealed that managers should pay more attention on communicating and translating the broad strategic goals of the organization to team and individual performance objectives. It is very important at this stage that all understand their role how the departmental and individual goals will be achieved. Another conclusion drawn from the study is that managers should develop communicating and coaching skills so as to come up with an eminent performance appraisal system. Managers and supervisors should devote their coaching skills into inspiring and assisting struggling employees to realize their performance targets. It can therefore be said that it is important in the global competition between firms to have in place performance management systems that can adapt to the ever changing operational conditions. This enables organizations to improve or maintain high standards of productivity.

Fatile(2014) engaged in an academic inquiry to establish the impression performance management systems on productivity in the public sector in Africa from the perspective of quality service delivery. The study was exploratory in its essence and it employed a conceptual analytical approach to establish the extent to which performance management practices impacts on performance and productivity in government owned institutions in Africa. Secondary data on various African countries was analyzed and conclusions were drawn on performance management systems and productivity in the public sector in African countries. The study declared that performance management systems applied in African countries are failing to adequately improve performance and productivity because government entities offering public service are not mainstreamed and institutionalized to the organization. According to Fatile (2014), the degree to which a performance management system impact on productivity depends on how the particular performance management system used in a given entity is institutionalized or peculiar to the organizations as companies differ in terms of organizational, technical and behavioral factors. It can therefore be said that performance management system ought to be tailor made to the organization so accountability and performance targets are successfully realized.

In Turkana County Kibichii, Kiptum and Chege (2016) performed an inquiry on the impact of performance management process on members of staff performance: A survey of commercial banks in Turkana County. The research employed a descriptive survey study approach. A sample size of 133 participants was drawn from a population of 200 employees. Quantitative data obtained from the administered questionnaire was analyzed with descriptive statistics as well as inferential statistics. Findings of the research uncovered that there is a

prominent link between performance management processes with the members of staff performance. The research appreciated that key aspects of a performance management system such as performance review system, employee training and development and reward system play a critical role in influencing employee performance or organizational productivity in commercial banks. According to the authors, with performance appraisals, there should be planning, agreed performance targets and an explicit feedback and appraisal guide that promotes sales, customer retention and quality output by so doing raising the productivity level in an institute. Again, according to Kibichii et al (2016) regular training and development has a notable impact on organizational performance in the sense that there is higher or advance knowledge and skills which again promotes sales, customer retention and quality output by so doing raising the productivity level in an institute. Lastly with a reward system which is also an integral part of a sound performance management system rewards in all forms; it could be bonuses, vacations, promotions, and many more motivates employees. As a result there is growth in sales, customer retention and quality output by so doing raising the productivity level in the organization. It can therefore be said indeed the key facets of a sound performance management system being performance review system, personnel training and growth and remuneration system greatly transform organizational performance regardless of being a private or government owned entity.

Njagi and Muna, (2021) carried out study Kenya on the impact performance management strategies on employee productivity. The focus of the study was on the ministry of water and irrigation in Nairobi. The study employed descriptive research design. A sample size of 133 respondents was drawn from a population of 200 employees using stratified and simple random method. Semi-structured questionnaires were administered. The quantitative data obtained was

analyzed using the Statistical Package for Social Sciences (SPSS). Findings from the study revealed that there is significant and positive impact of performance management strategies on employee productivity. Remuneration whether is an intrinsic or extrinsic reward such bonuses and salaries have an influence on employee productivity. Results show that poorly remunerated employees are demotivated and do not perform to their best. Another finding is that promotion processes have a negative impact on performance if not based on merit. Higher level job responsibilities that come with promotions should be for the highly performing employees. Findings also revealed that the physical work environment also has an impact on employee performance. The work environment plays a critical role in transforming one's behavior, attitude and job satisfaction. As repercussion, employees' productivity is also affected. Work environment has to be encouraging, friendly and conducive for employees to perform to expected standards. Lastly findings revealed that training is strategic and relevant is performance management strategy that yields positive employee productivity. Training plans should be in place to prepare for future adequate performances in organizations.

In another study still in Africa, Prooss (2019) performed a study on the role played the performance management systems on members of staff performance in Uganda focusing on the TasoMasaka branch. The investigation paired quantitative and qualitative research techniques in the same research study. Using purposive and simple random sampling, a sample size of 62 participants was obtained from a population of 67 employees. For the qualitative data an interview was carried out and a questionnaire was administered to obtain quantitative data. Quantitative data was examined using the Statistic Package for Social Sciences (version 21). As for qualitative data thematic and content methods were employed. The inference drawn from the

research study was that training has remarkable influence on organizational productivity in the TasoMasaka branch. According to the author, it is through training that continuity and quality of productivity in the organization is ensured. Training forms a critical component of a performance management system which a proper and well designed performance management system should advocate for. Hence it ensures that relevant skills which are key to the organizational productivity are guaranteed, by so doing making an entity more productive. Another finding made by Pross (2019) was that reward systems motivate employees to be more productive because their efforts are acknowledged and appreciated. Generally, it has been proven that a number of employees have to be inspired somehow to work at their optimum as they carry out their organizational duties (Ganta, 2014). With a performance management system, an appropriate remuneration system will uplift the motivational level which is known to have an absolute impact on the employee performance in an entity. Lastly Pross (2019)'s findings revealed that effective communication has critical role in building awareness on the company's strategic objectives and goals consequently making the entity more productive. It is of great significance in a performance management system that organizational goals, objectives and expected results are well communicated and understood by employees so that the company's productivity is enhanced.

In Kenya, as part of a doctoral dissertation, Owino (2019) performed a study on the impact of performance management systems on employee performance in county referral hospitals in Kiambu County. The researcher used descriptive cross-sectional study approach that employed both a qualitative and quantitative research techniques to gather data. All members of staff from Kiambu County hospitals which happened to be 3 in total made the population that

was investigated. Three hundred and ten employees were drawn using stratified sampling method and purposive sampling for management heads to make a sample size that was used to gather data. The collected information was analyzed using descriptive methods and Statistic Package for Social Sciences (version 21). Findings of the study disclosed that planning had a good leverage on members of staff performance. Employees at referral hospitals in Kiambu County took part in the planning stage of their institutes and as a result they got motivated to perform optimally. Indeed, performance planning in a performance management system that involves all stakeholders, improves organizational productivity as it takes everyone on board on all performance issues before anything else can be done. In the case of performance appraisal, the study revealed that performance reviews were conducted but were never given the necessary attention. The expectation is that for every performance review, there should be follow up discussions on the past performance as well as setting of new targets for the future if need arises especially in cases whereby productivity is not satisfactory. Results also reveal that there is very little communication on employee performance referral hospitals in Kiambu County. As such the author argues that there is no consistent feedback or even constructive and objective feedback that can benefit employees in terms of improving their performance. Lastly Owino (2019) uncovered that the rewards and recognition policy was none existent in all referral hospitals in Kiambu County. Reward system is a critical aspect of a performance management system which acknowledges and encourages good performance by so doing creating a platform for the performance to be repeated in the future.

Still in Kenya, Mulwa and Weru (2017) performed a research on the impact of performance management system on members of staff performance in commercial banks in Kitui town. A descriptive survey research design was used in the study. The population studied was all employees in commercial banks in Kitui towns. Out of the 118 employees employed by commercial banks in Kitui, only 94 employees responded to the questionnaire that was issued. The collected information was statistically examined using the Statistic Package for Social Sciences. Findings of the study revealed that performance management system improved employee performance because they provide a trustworthy performance measure by promoting competency among employees who are result orientated. According to Mulwa and Weru (2017), with the use performance management system, individual objectives are drawn from the organizational goals and time frames are also set for the completion of such goals and objectives. Performance review provides a platform for employees to evaluate their performance and make necessary amendments if their performance is falling short or unsatisfactory. All in all it can be said that indeed performance management systems create a favorable environment for organizational productivity because corrective measures to improve or increase the organizational productivity are taken from time to time and in time.

Again in Kenya, Elhadi, (2020) investigated the impact of performance appraisal on performance of civil servants. A mixed research approach that involves descriptive and case study research design was employed. Findings of the study communicated that there is a positive significant impact of performance appraisals on employee performance in the public sector of Kenya. One of the findings of the study revealed majority of departments in the public sector carried out performance as scheduled. As such performance are realized as scheduled. If there is need to

take corrective measure, through appraisals guidance is provided on time. Findings of the reveal that through effective appraisal employees learnt more on how to carry out their duties. As consequence personnel development and growth is attained through the exercise. The study also recommended that there is need to intensify the use of performance appraisal as it is yielding positive results.

Still in Kenya, Sirkoi, Omboto, and Musebe (2021) investigated the influence of Performance Standard on the quality of service delivery in the public sector. Using stratified sampling method, a sample of 141 respondents was drawn from the National Government Administration officers in Elgeyo Marakwet County. Findings of the study have shown that there is need to draw performance standards based on performance contracts and performance targets to improve service delivery. With performance targets indicating the number customers to attended in given duration will also communicate the quality of service offered by public servants. Through performance standards expectations will be outlined on how the clients will be served on time. All in all, findings have revealed that improving performance appraisal practices under performance management with improve the performance management system itself hence the quality of service delivery.

In Ethiopia, Tesfa(2018) carried out a study on the practices of performance management system and its repercussion on employee productivity in a case of Debre berhan Poly Technical College. Both descriptive and explanatory research methodologies were applied in a cross sectional survey. All staff members in the college who happened to be 237 in total made the population that was investigated. Only 211 staff members responded to the questionnaire that was distributed. Primary as well as secondary data were utilized in the research study. Statistical

Package for Social Science (version 20) was utilized to analyze the collected information. Results of the research revealed that staff members of Debre berhan Poly Technical College were not aware of the strategic objectives of the organization. In such a scenario, it meant that Debre berhan Poly Technical College staff members were not in a position to appreciate how their individual performance subscribe to the strategic objectives of the institute driving the organization's productivity. Another revelation was that, performance evaluations were not used constructively so that there is professional growth, reward, recognition and better productivity in Debre berhan Poly Technical College. Performance evaluations from a performance management system enable employees to better themselves in their future performance and that of the organization at large. The study also revealed that the organization's performance management system was lacking because of poor communication between supervisor and supervisee which is key in the organization's productivity. A sound performance management system advocates for communication between supervisor and supervisee so that there is constructive feedback that will enhance performance in the organization.

Tshisikhawe (2019) performed a study on the degree to which the performance management system used by Eskom in South Africa propels performance in the organization. The study used a descriptive study design from an approach of determining the magnitude to which training and development programs, performance appraisals and reward systems used by Eskom affect organizational productivity. The targeted population was 330 Eskom employees from which a sample size 181 participants was drawn. A questionnaire was administered on the sample and the captured information was analyzed using descriptive statistics and Statistical Packages Social for Sciences (SPSS). Findings of the study uncovered that training programs

which are specific, relevant and focused identify performance gaps and positively influence productivity. With training and development, skills are honed making employees more productive. Another finding of the study was that there was a good effect of performance reviews and feedback on productivity at Eskom. Through performance appraisal and feedback employees are conscious of what is expected of them, their shortcomings and corrective measures to be taken. According to Caruth and Humphreys (2018), a performance feedback session that provides an opportunity for employees to reflect on their efforts, yields performance growth. It can therefore be said that with performance appraisal and feedback from a performance management system, employees are in a better position to appreciate how their individual efforts contribute towards achieving organizational goals by so doing improving the overall work performance. Lastly, the study uncovered that Eskom has a worthwhile reward system that positively influence employee performance. With an effective reward system in a performance management system, employees work up to acceptable standards and realize performance targets contributing to the overall productivity of the organization.

Again, in South Africa Woyessa (2015) performed a study on the value of performance management systems that are being used by the Central University of Technology, Free State. The research engaged both a quantitative and qualitative research approach. Purposive sampling method was utilized to select a sample of participants from both the academic and support staff. To analyze data, Microsoft Excel was used on the quantitative data while for qualitative a text analysis, text flow analysis method was employed. The sample drawn was 30 % of the workforce at Central University of Technology from which questionnaires were administered on. One of the findings of the study disclosed that with provision of training and development especially on

performance management issues, performance at Central University of Technology will improve. Training and development which is a vital aspect of a sound performance management system ensures that employees have the right skills and knowhow to successfully contribute positively to the organization's performance. Another finding made by Woyessa (2015) from the study was that with engagement of employees in the planning phase of the performance management system, productivity at Central University of Technology will improve. The planning phase involves the setting of performance targets which the supervisor and supervisee have to agree on. It is therefore important that all key players are involved in the setting of performance targets and standards that contributes to the general performance of the company. Lastly, it was also found out that with emphasis on employee recognition which rewards systems advocates for in a performance management system, performance will improve. Rewards which can be in the form of profit sharing, shares options and any form of recognition programs, enhance good performance and maintain employee commitment to the company (Ndungu, 2017). Some employees get motivated to go an extra mile in their work if they feel appreciated and recognized by so doing they also subscribe to the organizational productivity.

Performance management systems play a key role in assisting the organizational management by providing information which is important for strategic and operation decision making through identification of key success factors for the organization to realize their performance targets and goals (Raffoni, Visani, Bartolini and Silvi, 2018) . It can therefore be said the running of performance management systems impact on organizational productivity in a number of ways that alter and guarantee success.

How to improve performance management systems

Performance management is characterized by understanding the goals, being aware of how the goals will be measured, carrying out performance evaluations, providing performance feedback, rewarding good performance, motivating, training and developing (Armstrong,2021). Such attributes are meant to create a platform for generating better performance results through knowledge and better management of performance. Goals are very important to employees as individuals, teams, departments and the organization at large. They are future desired outcomes. With goals that are clear to everyone efforts directed towards an agreed result. According to Mobolade and Akinade(2021),with goals and objectives in place, there is direction and control by the management. Understanding of goals goes as far as communicating and designing clear, precise and achievable goals that an employee can own. One thing that is also very important about goals is that organizational goals should be aligned to that those employees driving them. Performance evaluation is all about appreciating one's individual efforts to the organization (Murphy, 2020). It has to with reference to the organizational goals so determine to whether the individual contribute to the organizational goals or not. It is through performance evaluation that lacking skills and knowledge will be identified. Provision of feedback goes hand in hand with performance evaluation. An employee that has gone through performance evaluation ought to be told how efficient he or she was. According to Bailey and Burch, (2023) it involves sharing information that provides the assessed individual an opportunity to maintain or change their behavior. Managers who uncomfortable with giving feedback cause harm than good to an individual as well as the organization. Motivation is also a very important aspect of performance management. It is that psychological process that is behind giving one the purpose, persistence

and courage of effort presented at work (Bamgbose and Ladipo,2017). Training and developing is also another very important component of performance management that companies should invest in it if they want to be competitive. Employees that have undergone training and developmental programs of the entity stand a better chance of meeting set performance standards (Bailey and Burch,2023).

Through efforts or inputs of employees who are often considered to be the most important assets of any company, organization want to remain competitive by monitoring and constantly improving organizational productivity within the organization. Companies are employing a combination of practices defined as High Performance Work Practices (HPWP) to motivate the work staff so as to improve their individual performance and the organizational competitiveness at large (Bezzaz, 2021). The ultimate goal behind successful implementation of such practices will result in better management of human resource by taking into consideration their interests so as to make them excel in their work.

Through efforts or inputs of employees who are often considered to be the most important assets of any company, organization want to remain competitive by monitoring and constantly improving organizational productivity within the organization. According Fatile (2014), performance management system is all about having an ongoing operation to improve performance, service delivery and productivity within the organization through a system with clearly stipulated expected results and performance standards understood by all employees. It involves comprehending and taking an action on productivity related matters within the organization from the level of an individual employee, department and the organization itself. As for Ujjwal (2017), performance management system is an approach adopted by the leadership

in an organization so that it sets up a work environment whereby employees can explore their full potential as they carry out their duties. Performance management is known to contribute salient role in improved productivity in organizations (Owino, 2019). Various scholars have suggested possible ways to improve performance management systems so that it yields desired outcomes.

Behery, Jabeen and Parakandi (2014) in the United Arab Emirates conducted a study on employing a contemporary performance management system by rapidly growing small-medium businesses. The study employed an exploratory and qualitative research approach on a company regarded as one of the fast growing small-medium businesses. Interviews were conducted on 14 senior managers. Results of the research study reveal that for the performance management system to triumph, Balance score card initiatives should be linked and should also be aligned to overall objectives of the organization as well as strategies employed by the company. According to Ledford, Benson and Lawler (2016), to improve the performance management system there is need for strategic goal alignment which involves alignment of company goals or objectives to those of employees. It is through such alignment in the performance management system that employees are expected to carry out the company strategy and organizational goals. Hence it is important that as they perform their daily work they also appreciate how their efforts contribute to the organizational productivity.

In the United States of America, Ladinsky (2015) published a paper that was meant to inform the Workforce Innovation and Opportunity Act (WIOA) on developing an effective performance management system. The purpose of the publication was to provide guidance to the federal, state labor and education entities on how to design sound performance management

systems that gather accurate information and promote accountability. Secondary data drawn from various government agencies including the department of labor, department of education and the Workforce Investment Act of 1998 were studied. A number of various recommendations on how to develop an effective performance management system were pointed out by Ladinsky (2015). One way of improving a performance management system is to come up with performance measures which are easily comprehended and quantified. Performance measures should help those in management to understand, workout or calculate the observed performance. Performance measurement provides critical information on the extent to which productivity, desired outcomes and organizational objectives are being realized. The measurement system or technique used should be specific, detailed and well explained for easy understanding and use during the measurement of productivity. Another way of ensuring an eloquent performance management system is to guarantee that the system is complete as far as its design and documentation on organizational productivity standards are concerned before it is implemented. All key facets of a performance management system are to be addressed adequately as they complement each other and enhance the effectiveness of the performance management system. As indicated by Ladinsky (2015), provision of continuous training and technical guidance improves the efficacious of a performance management system. The organizational staff members become more productive with time if their skills keep on improving. Finally, Ladinsky (2015) is also of the opinion that vigorous evaluation is required for a performance management system to improve significantly. A performance management system should be able to gather all necessary information that assist in the analyzing of organizational productivity for an evaluation phase of a performance management system.

Again, in the United States of America (Washington DC), Winingar (2021) wrote a paper on strategies for improving performance management in small and medium organizations as part of his doctoral dissertation. The research study applied a qualitative research approach. A sample of 7 participants who happened to be leaders of small medium enterprises in Washington DC were interviewed to gather primary data. Secondary data was obtained from existing suitable documents. Thematic data analysis was used to assess the qualitative information. The author put forth several initiatives that can be used to enhance the performance management systems in small and medium enterprises. Winingar (2021) suggested that to improve performance management systems, there should be regular performance reviews and feedback on the staff. By so doing the company leadership is in a better position to promptly give advice if required thus improving the functionality of the performance management system. Promotion of teamwork is also a way of improving performance management according to Winingar (2021). Performance management systems that encourage team work are effective in uplifting the overall productivity of any given company. It is therefore of significant value to improve performance management by promoting collaboration of company employees. Another way of improving performance management as argued by Winingar (2021) is to foster competency growth of employees. A performance management system that is effective is one that creates a platform for growth through training, coaching and mentoring.

Roh (2018) examined how to improve performance management system by the central government agencies in South Korea. The author studied secondary data. Inferences drawn from the research study declared that the performance management system should be institutionalized in terms of having clearly documented procedures that specify how feedback and performance

evaluations will be conducted in a particular institution. Performance evaluations models which differ from one institute to another increases the overall efficiency in an organization (Plachy and Plachy). It is therefore important according to the author that a specific procedure that is followed during a performance evaluation of employees. Another finding made by Roh (2018) was that performance management systems should systematically link performance plans, implementation and performance assessment mechanisms, and feedback procedure. Linking different stages or episodes of the performance management system enable the system to smoothly run as problems at a given stage are easily identified and addressed. Lastly the performance management system should have guiding procedures such efficiency, effectiveness and accountability as it is the case for the Korean government. The organization should embrace such values through their performance management system.

In India Mishra and Sahoo (2015) wrote a paper on the organizational effort towards performance management system. In summary the authors are of the opinion that in order to achieve the entity's objectives, performance management systems provide a platform that brings about alignment of the organization as a system and its mini systems to function in an consolidated approach. According to Mishra and Sahoo one way of improving a performance managements system is to draw a plausible performance management policy and framework. A sound performance management system is expected to have a guiding policy and framework that regulates performance in terms of expected and acceptable performance standards. Another way of improving effectiveness of a performance management system as suggested by Mishra and Sahoo (2015) was to make employees understand their job responsibilities. Through the performance management system, employees should be made aware of the job responsibilities

that go with their work and the role of such responsibilities on the successfulness of the organizational performance management system. Thirdly, performance management system may also be improved by making all employees understand how their duties are linked to the organizational goals (Mishra and Sahoo ,2015). According to Mishra and Sahoo (2015) there should be an association between organizational goals and employees tasks, capabilities and agreed performance outcomes. Organizational objectives guided by the organizational performance management system should be well aligned with targets embraced by workforce, skills and the delivery of outcomes (Owino, 2019). Again, as indicated by Mishra and Sahoo (2015), performance management system are enhanced by having a daily monitoring of employees' performance. Regular examination of staff performance ensures that employees perform to expected standards at all times thus preventing loss of company resources on unfruitful performance. Lastly, Mishra and Sahoo (2015) are of the opinion that with strong team work between the supervisor and supervisee, performance is significantly improved in an effective performance management system. Consequently, one can say that it is of great benefit and value that a performance management system emphasis a meaningful relationship between the supervisor and supervisee so that the duo is comfortable to freely communicate with each other on performance issues.

Again, in India Parmar, Rajpoot and Bhardwaj (2022) carried out a study on the impact of performance management system on employee performance in the case of (GAIL). The study was exploratory and descriptive in nature. A questionnaire was used to gather primary data from the sampled 35 employees drawn from various departments that made the GAIL Limited organization. As for secondary data it was obtained from various publications such as reports,

books, journals, news papers e.t.c. It was concluded by the authors that to have an effective and improved performance management system there is need for good relationships whereby there is an atmosphere of trust between the supervisor and supervisee. With confidence on each other and good relations, performance reviews can be carried out at ease by the concerned parties. As such individual goals and overall organizational goals will be achieved better through the performance management system.

Janjua, Attique, Raza and Akbar (2019) examined the effective performance management of local governments in Khyber Pakhtunkhwa, Pakistan. The study used field data from all the 25 local governments within the province of Khyber Pakhtunkhwa to explain the reason behind the positive impact of performance management systems over a period of 2 years. Findings of the study uncovered that the performance management systems used by the local governments were outstanding because of the consistent monitoring and effective management of performance by thorough analysis of performance data so as to provide key information to work on at the beginning of performance related decisions are made. To enhance a performance management system, there is need for persistent capturing, monitoring and review of key performances that have a major impact on the organizational productivity. Such information is of great value to decision makers who are always expected to make appropriate decisions that uplift productivity and service delivery in any company.

In Portugal, Cesário, Rodrigues, Castanheira, and Sabino, (2023) carried out a research on reaction to feedback in the relationship between performance management, job satisfaction and the leader–member exchange. A questionnaire was administered to sample of 1815 respondents. The quantitative data collected was analyzed using structural equation modeling.

Findings were classified into three major effects. The first finding was on the significance of performance management practices on the supervisor and supervisee association. Through feedback there is reinforcement of the organization's strategic objectives and the role played by the supervisee in company realizing its performance goals. Secondly findings revealed that indeed job satisfaction is enhanced through the supervisor versus supervisee relationship during feedbacks which are a requirement in a performance management system. Key attributes associated with job satisfaction such as an attitude, behavior are developed and encouraged. Lastly findings reveal that feedback enhanced the effectiveness of performance management systems. It is important that managers or supervisor makes it clear to subordinates the role and purpose of performance management system for them participate whole heartedly to the system.

In Indonesia Zulystiawati (2014) conducted a study on performance management system focusing on public organization in developing countries. The study acknowledged that with sound performance management systems in developing countries, management practices were enhanced in government entities offering public service. According to Zulystiawati (2014) as adopted from Anao (2005), finding reveal that key factors that improves or ensures the success of a given performance management system are alignment, credibility and integration. By alignment, the author is of the opinion that a well designed performance management system should correspond with desired results of the government, be coherent with values of the company and expectations of clients. On the matter of credibility, a performance management system is more effective if the CEO and his or her executive team lead by example by demonstrating an unquestionable commitment on the performance management system. The organizational leadership should buy-into the performance management system so that the staff

also owns the performance management system used by the company. The performance management system should be credible in the sense of identifying and addressing performance gaps. As for integration, Zulystiawati (2014) pointed out that a balanced and beneficial performance management system is promoted by the blending of organizational goals with the individual goals. Individual goals should be derived from the cooperate goals so that they are interlinked. Integration within a performance management system is also attained through a progressive and interactive approach when addressing performance issues within the organization. Through a conducive interaction between the supervisor and supervisee there will be growth in organizational productivity through a functional performance management system. Sulistiani, Kismartini, Suwitri and Putranti (2021) analyzed performance management systems for improving service delivery in the local government of Banyumas Regency in Indonesia. Secondary data from pervious researches was studied . The study revealed that the presence of a strategic map from the government that guides the development of the performance management system, will uplift the performance management system to be used by the local goverment. The manner in which services and resources to be utilized in the execution of the performance management system by the local government will be guided by strategic map.

Tudose, Rusu and Avasilcai (2021) carried out a study on performance management for growth based on economic value addition (EVA). The economic value addition was used a performance measure for a randomly selected company in automotive industry. Secondary data was used in the study. The study revealed that for performance management system to be improved there need to be a consistent monitoring and measuring of performance. With measuring and monitoring of performance using economic value addition (EVA) the company

management is more informed as it carries out their decision-making exercise. Monitoring and measuring of performance effectively will improve the effectiveness of a performance management system.

Akhtar (2018) in India conducted research on Strategic performance management system in uncertain business environment. The study was an empirical study. Sample of study consisted of managers drawn from different oil companies in India. A questionnaire was emailed to 500 executive managers. Only 139 responded to the questionnaire. Findings show that there are 7 macro factors that impact on a strategic performance management system. Strategic planning was identified as one the factors that contributed to the effectiveness a performance management system. The organizational vision, mission, objectives should be designed in such a manner that they are clear to everyone in the organization. During strategic planning, there is a need for setting strategic goals that derived from the organizational vision, mission and strategy. The study also revealed that another macro factor that plays a part in the effectiveness of a Performance Management System is the strategic flexibility. Strategic flexibility should be encouraged and allowed in the organization. It allows employs to explore and to be creative in coming up possible avenues of realizing strategic goals they have been assigned. Findings of the study have also shown that strategic implementation is also has a positive impact on the effectiveness of a performance management system. Sound strategy implementation take into account resources available in the organization (Mohd, Julian, and Besar, 2020). Operational goals should be drawn in such a manner that they are aligned to firm's strategy. Findings of study have shown that the design strategic performance management system is also key in a sound performance management system. The performance management system should me tailor

made or customized to the organization. It should not be regarded as one size fit all. Companies various in terms of vision, strategy, operations, and customers. Hence the performance management system that they would like to adopt should be customized to their strategic objectives and performance targets. Another finding that a macro factor that had a significant influence on the company's performance management system was the information system flexibility within the organization. Accessibility to information that enhance performance is very important. Productivity related decisions made should be informed ones. Key information should be available to all. The organization should device flexible information technology systems for information sharing that important performance decision making. Lastly, results have shown that performance feedback is also very in having a strategic performance management system. According to findings from the study, feedback should be accompanied with a clear learning program those employees that are behind in terms of performance. Through performance feedback employees get to how well or poorly are they performing their duties. It is through performance appraisals and feedback that the management can appreciate the extent to which job requirements have been met by the workforce.

Malik, Zahir-ul-Hassan and Alhadhrami (2018) examined the performance management of a government organization in the case study of Abu Dhabi in the United Arab Emirates. The research was qualitative. An interview was carried out on sample size of 15 respondents to gather data. Findings of the study pointed out that to improve the performance management systems used by the government, employees should be trained with the objective of changing their mind set so that their thinking and behavior is compatible with organizational strategy. When employees of the organization embrace the performance management system, it is reflected in

their conduct, thinking and behavior. The author also argued that to improve performance management systems, organizations should employ qualified staff members. Skilled and qualified employee are in a better position to execute the company's performance management plan. Lastly the author recommends that the linking of the reward system to performance will significantly improve the performance management system. Since a number of employees are motivated by the rewards received after successful achievement of set performance targets, with enticing remuneration for one's efforts the performance management system will yield desired results.

In Nigeria Akamh (2014) wrote a paper examining the performance management system used by Multichoice Nigeria Limited and suggested possible ways of improving the implementation of the system so that organizational productivity is enhanced. The study adopted a survey design that employed both quantitative and qualitative research approaches. A sample size of 50 respondents was drawn using random sampling technique from a population size of 617 employees of Multichoice Nigeria Limited. Data gathered was obtained from primary and secondary sources. The author suggested several possible ways of improving the performance management system so as to enhance productivity at Multichoice Nigeria Limited company. One way of improving performance management system as suggested by Akamh (2014) was that collectively, company employees should conclusively draw the overall objective of the organization and again collectively determine and agree on specific, realistic and measurable performance outcomes and goals. When everyone who is a stakeholder participate and all agree on the expected desired results, there will be commitment of by all on the performance management system used in the organization. Another approach as suggested by Akamh (2014)

that may be applied to improve performance management system is to design a procedure that oversees employees' performances and provide solutions to lacking or unsatisfactory performances. The performance management system that is effective is one that is able to monitor and correct unsatisfactory performance in time so that the organizational productivity is improved and not compromised. Akamh (2014) also suggested that performance management systems can be improved by ensuring that supervisors are well trained on how to conduct performance evaluations to guard against biasness and to be relevant. According to Mpabanga (2016), with performance evaluations managers are in a better position to regularly assess an employee's performance against the organizational goals and provide guidance where necessary so that there is improvement in the future. It is therefore important that supervisors are well-informed on the usage of appropriate evaluation techniques and methods so that evaluations are honest, fair and objective for the performance management system to be beneficial. Another practice of improving performance management system as stated by the author is to provide a communication arrangement in the company so that employees are consistently informed about results of their performance reviews. As such employees are in a better position to promptly act on the feedback and make necessary adjustments so as to improve their performance and eventually the organizational productivity. According to Akamh (2014), it improves the effectiveness of a performance management system when good and excellent performance is rewarded in the form of promotions or any form of incentive that is at the disposal of the company. The idea behind a fruitful and successful performance management system is to motivate the staff to meet and exceed targets that have been set. It is important for employees in the company to know that if they underperform, they will not be entitled to company rewards.

Lastly, in accordance to Akamh (2014), performance management system may be improved by having measures in place that provides coaching and skill development for employees that are underperforming. Sometimes employees fail to perform because they lack necessary skills to perform. Equipping members of staff with relevant skills can definitely enhance the productiveness of a performance management system.

Still in Nigeria Tommy, Umoh, Inegbedion and John (2015) carried out a study on how to administer an effective performance management system so as to improve productivity within Multichoice Nigeria Limited organization in the country. The researchers adopted a survey design which paired quantitative and qualitative research strategies in the same study. The population of study comprised of 120 employees from which a sample size of 50 participants was drawn using random sampling method. A questionnaire that comprised of multiple scale structure type of questions for the quantitative and open ended questionnaire to provide qualitative information was administered on the sample. Statistical Package for Social Science (SPSS) version 20 was used to analyze some of the data. According to Tommy et al (2015), to upgrade a performance management system and make it more productive in terms of realizing the set objectives, an organization must develop an effective way of communicating performance evaluations results of staff members. The authors are of the view that with such arrangement, organizational productivity will significantly improve because employees will have confidence and trust in the performance management system. As a result organizational operations will improve and there will be more job satisfaction from employees. Another recommendation made by Tommy et al (2015) was that, performance management systems will greatly improve if a 360 degree feedback was adopted in the system. A 360 degree feedback involves gathering

opinions about an employee's behavior and conduct from supervisors, fellow employees, customers as well as reports (Kanaslan and Iyem, 2016). Such feedback is balanced because it makes assessment of an employee's performance from all various dimensions reducing biasness that could have resulted from the supervisor's feedback alone.

In different study in Nigeria, Adaeze, (2019) conducted a study on Performance Management and Employee Productivity. The research was a case study focusing on certain firms in Anambra. The selected firms that the study was concerned with were medium scale companies in Awka, Nnewi and Onitsha industrial zones. A descriptive survey that employed in the study. The sample under investigation was 320 senior managers. Statistical analysis that were employed were the Correlation analysis and multiple regression. Findings of the study revealed that employee feedback is of great influence on employee productivity. The direct feedback from supervisors also provides guidance on one's individual contribution to the organizational vision and strategy. Results also showed that there is positive and significant relationship between recognition and employee performance. Employees become motivated to perform if they can see that their efforts are recognized and appreciated. Another inferences made from the study was that a harmonious and peaceful industrial surrounding enhances productivity within the organization. It was also recommended from the study that there ought to be a transparent appraisal procedures and mechanism for employees to have confidence in the organization and its leadership.

Munzhedzi and Phago (2014) conducted a study in South Africa on performance management system in the public sector focusing on the Department of Co-operative Governance, Human Settlements and Traditional Affairs in Limpopo province. The study

employed a qualitative research approach whereby a sample size of 28 participants was selected using purposive sampling technique. A questionnaire was administered on the sample to gather data. Based on the findings of the study Munzhedzi and Phago (2014) were of the opinion that performance management system could be improved by making it a point that both subordinates and supervisors understand how the performance management system works. Managers ought to be competent enough to be able to effectively and efficiently execute the performance management system. When managers are competent with management system they set performance standards and production targets that are achievable. Subordinates as well should be well informed with the performance management system in place so that they are aware of their contribution to the organizational productivity. Indeed, a greater understating of the performance management system by all will significantly yield an efficient and effective performance management system that will be appreciated by all within the organization.

Again in South Africa Khan and Ukpere, (2014) performed a study with an objective of establishing how performance management together with its policies, processes and systems affect employees and also establish how to improve its current state in the South African public sector. A sample size of 78 respondents was drawn and a face to face or telephonic interview was carried out to gather data. The authors made a couple of suggestions on how to improve performance management systems. One of the suggestions made was to promote an understanding of the electronic performance management system. If supervisors and subordinates are not fully informed about how the performance management system works, they will not use the system to the maximum benefit of the company. It is therefore important that there is an adequate knowledge on how to apply performance management systems if the system

is to improve and give expected outcomes. Another suggestion put forth by the authors that can improve performance management systems is to ensure and encourage compliance by all to performance management system processes, policies and timelines. It is very important that performance management system activities such performance reviews are conducted timely and to expected standards as dictated by the performance management system. Such compliance improves the productiveness of the performance management system. Lastly, the author suggested that performance management systems may be improved by improving feedbacks and identification of areas of development that to be addressed. Performance that is unsatisfactory can only start to improve if the concerned employee is given a feedback on lacking areas followed by mentoring and skill development.

Kaupa and Atiku (2020) examined the obstacles experienced in the execution of performance management system in Namibian government. A qualitative research approach employed the study. Using a purposive sampling method, a sample of 42 respondents was made. Findings of the study uncovered that to improve the performance management system the management as well their subordinates should be well indoctrinated on how the performance management system operates in an entity. It is important in an organization that every employee is well informed and trained on how to implement and comply with expectations of performance management system used in a particular entity. The study also revealed that to address poor communication feedbacks, the performance management system should be improved with advanced communication procedures to provide employees with prompt feedback. It is the communicated feedback on performance that the performance management system will become effective in yielding expected results. Again with an extensive communication arrangement in

place, the organizational goals, performance objectives will be communicated to improve the administration of a performance management system. To realize the organizational objectives through the human capital, performance management systems ought to be reinforced in a number of ways. By consistently tracking and measuring performance, performance management system provides a procedure that allows individual employees and departments within the organization to cordially and effectively work together towards successful realization of organizational goals (Parmar, Rajpoot and Bhardwaj , 2022). The expectation is that with an effective performance management system in place organizational productivity should be satisfactory. A lacking performance management system will bring about a downfall of any given organization as it fails to make the company achieve its production targets. Hence it is key that all necessary amendments are made on performance management system so as to improve it and make it yield desired results.

In South Africa, Mokoele, Masenya, and Makalela (2018) did a study on Performance management as an agency to effective service delivery in the public sector of South Africa. According Mokoele et al (2018), the expectation is that for the public service to be efficient and effective in their service delivery government institutes ought to come up with strategic plans, employ available resources and eventually execute and monitor adopted strategies. A wide range of secondary data was interrogated in the study. It was revealed that most government departments are failing to implement their performance management systems and as a result there is poor public service delivery . Mokoele et al (2018), have argued that to improve employee performance management and development system, there is need for intensive continuous performance monitoring and evaluation based on performance targets and key

performance indicators. With such in place, there is going to be timely feedback, enhanced accountability by departments and individuals. Departments in the public sector are going to be held accountable if fail to deliver to expectations.

Locally in Botswana, Tshukudu (2020) carried out a case study on Gaborone City Council to assess the reward management system used by the local government of Botswana. The primary objectives of the study was to evaluate how the reward management system used at Gaborone City Council could be revised; to attract and retain employees of quality, to motivate employees of the council to perform satisfactorily, to enhance skills and professional growth and to promote employee job satisfaction. The author used secondary data to provide a guide on reward management system employed by both the central and local governments. Findings of the study revealed; for performance to improve that reward system policies should be transparent and communicated to employees. Secondly it should be known and transparent to all the organizational training plan that the Council has in place. Thirdly results showed that the organizational structure that communicates how employees progresses through their various ranks on the corporate ladder should be known, clear and transparent.

Again, in Botswana Bester (2019) carried out a study on how the concept of performance management improves employee performance. The focus of the study was on country's public sector. Mixed method approach was used. A sample size of 200 participants was drawn from two Government ministries. Primary data was gathered through a questionnaire which was administered to the 200 participants. In addition, sixteen participants were interviewed to provide more data. As for the secondary data, it was obtained from various literature review and analysis of relevant documents. Results of the revealed that it is through

performance management that employee motivation and other key factors that play a part in positive performance are effectively driven. These factors include fair performance ratings, recognition of extra ordinary performance and remuneration that is linked to performance. Performance ratings that are perceived to be transparent and fair to all motivate employees to do their best since they are aware of the rating criterion that their performance will be subjected too. High performance or above average performance should be recognized. Such gestures encouraging and motivating to employees. Lastly, remuneration that is matched with performance acts as motivating factor to some employees. Getting rewarded for one's performance is fulfilling for several employees in the public sector (Bester,2019).

Still in Botswana, Sisa et al (2022) published an analytical review on the implementation of performance management system in Botswana public sector for the 2009 to 2014 period. The objective of the study was to explain and appreciate main components of the performance management system used in the public sector and establish factors affect the nature and implantation of it. The study employed mixed research approach that involved a combination of quantitative and qualitative research approaches to provide a detailed and in-depth explanation. Both primary and secondary data used in the study. Purposeful sampling technique was used. The primary data was collected from questionnaires that were administered. Interviews were performed to provide the qualitative data. Findings of the revealed that despite the fact by nature the PMS is dynamic and multifaceted, public servants lacked relevant skills, knowledge as well as experience to successfully to design and execute the performance management systems. However, to improve the implementation of PMS, Sisa et al recommend that there should be sufficient human and financial means to allow successful implementation of the performance

management system in the public sector. There is need to have in place enough human resource with relevant skills to adequately execute performance objectives that have been drawn from the organization's performance management system. It is therefore important that the government invest in their human resource so that the right skills, knowledge and expertise as far performance management is concerned in the organization. Another recommendation that was made from the study was that there ought to be a link or clear transition between key components of the performance management system which are performance planning, review, monitoring and evaluation. The performance management system is a wholistic program that all exposed to it should appreciate the shift or transition of one stage to another. According to Santi and Rahim (2021), sound performance management programs should embrace coordinated initiatives that strengthen linkages between key components of the PMS starting with planning, followed by execution of the performance plan, monitoring and evaluation.

Again, locally in Botswana Kasale, Morrow, and Winand (2023) carried out an investigation on the performance management practices in a case study of Botswana National Sport Organizations. The main objective of the study was to appreciate how and why performance management practices used at Botswana National Sport Organizations were able to keep under observation processes effectively and efficiently. The study was exploratory design and used both primary and secondary data. Primary data was collected through face to face interviews and focus groups from 14 Botswana National Sport Organizations. As for the secondary data, it was obtained from existing and relevant documents. Qualitative research approach was used in the study. Findings of the study revealed that stakeholders and individuals in Botswana National Sport Organizations play various roles which are critical in developing

and sustaining performance management practices. With such an arrangement, managers are in a better position to improve implementation of expectations and how to guarantee there is efficiency and effectiveness as far performance management practices and processes are concerned in the organization.

Summary

On the basis of applicable and relevant literature, the research study is meant to establish how performance management systems impact on productivity at Gaborone City Council. The management of any given organization engages on performance management system with the objective of supervising performance as it transits through various phases of performances over a stipulated time (Abbasi and Chishty, 2020). It is therefore important through support of relevant literature to find out to what extent does the design of the performance management system used in Gaborone City Council impact productivity. Various subtopics have been embraced on the study as guided by research objectives to provide insight and key message on the relevant literature employed.

Effects of poor organizational productivity

A number of scholars are of the opinion that the common effects of poor organizational productivity include reworks, conflicts, lost time, poor quality service or products, lost finances, unsatisfied clients and termination of contract just to mention a few. Poor quality service or products, reworks, lost finances and lost time appears to be the most dominant effects of poor organizational productivity (Mushoto et.al, (2020); Anand and Srivastava(2014); Abdel-Hamid and Abdelhaleem, (2020)). As consequence of poor organizational productivity, companies end

producing goods and services that are substandard and poor in quality which may in turn lead to termination of contract or loss of business. Poor organizational productivity indeed does result in unsatisfied clients as mentioned by a number of authors. Obviously if customers are not happy with the poor service or products, they will not be interested in coming back for the service or product, hence the loss of future business. Loss of finance has also turned out to be a common effect of poor organizational productivity because underperforming organizations are compelled to invest more capital to rework. Such rework may involve buying new raw material. Time is also lost as result of poor organizational productivity as companies eventually rework to address unsatisfactory work due to poor production. However, Alyew, Bassa, Reta and Tora (2019) argued there is need for further investigation and analysis of most of commonly raised effects of poor organizational productivity if companies are to successfully manage them and be victorious in construction projects in the future. It can therefore be said that a need to conduct further studies as it happens to be the case with Gaborone city council which has not conducted such investigations in the past.

Causes of Poor Organizational Productivity

Literature from various academics was reviewed to establish the common causes of poor organizational productivity. The prevailing root cause of poor organizational productivity as identified by various authors include maladministration, political intrusion, limited of skills, deficiency of funds and corruption (Frefer et al (2017); Wadesango, et al (2018); Moloto,2020) and Anjum et al(2018)). Maladministration is a frequently raised cause of poor organizational productivity. Poor management which includes, poor planning, poor leadership and lacking

managerial skills all contribute to maladministration that result in poor organizational productivity. As for government institutes, the reviewed literature shows a number of studies revealed political interference was one of the major sources of poor service delivery by government entities. Influential politicians who happen to be mainly interested in winning votes interfere with the running of government institutions which are supposed to be independent. As such the public sector ends up not delivering to expectations because of such interference from influential bodies. Lack of skills from the workforce has also turned out to be one the major cause of poor organizational productivity. Sometimes the reason why companies fail to perform adequately is because the workforce does not have the right skills to be as productive as expected. Literature reviewed has shown that corruption is also one of the major causes of poor organization. Employees who are corrupt are usually driven by their own selfish interest at the expense of the company they work for. If in power, they will go as far as to appoint an incompetent company or individuals because they have been bribed. Seseni and Mbohwa (2016) who examined the causes of poor quality on SMMEs in the case of Gauteng SMMEs in South Africa indicated that despite having identified similar causes to poor organizational productivity the finding should not be generalized beyond Gauteng SMME because organizations belong to different sectors and industries with different challenges. In contrary, Mtshali, Nyakala, Munyai and Ramdass, (2018) who conducted a study on identification of source of substandard productivity levels in the printing business in South Africa, said that findings revealed could not be generalized as the population sample used was too small and that the qualitative methodology applied had its own limitations given the nature of industry the research was conducted in. It is therefore important that more studies be conducted as they may provide more knowledge from

a different perspective on possible causes of poor organizational productivity. In addition the fact a research on the impact of performance management system at Gaborone city council has not been done, such an investigation will provide an insight on the causes of poor productivity in the council.

How performance management system affects organizational productivity

Vast literature has been reviewed on how a performance management system affects organizational productivity. The review has identified a number ways in which a performance management used in given entity makes an impact of the productivity of the organization. One of the popular effects of performance management system on the company's productivity from the literature reviewed was that performance appraisals provide a platform for employees to understand what is required of them and how best can they perform their work for the benefit of the organization (Archana ,2020;Fang and Layraman, 2022; Kibichii et al , 2016). During performance appraisals of employees, the supervisor is expected to give feedback which is expected to be constructive and guiding for the supervisee to perform better in the future. Also, since performance reviews are guided by objectives and performance targets that have been achieved and those not realized, the performance management system provides a monitoring and corrective tool for productivity in the organization. Another effect of performance management system on productivity is that, based on findings of the performance of review, supervisors are in a better position to recommend training programs that are relevant given the identified skill and experience deficiency. With accurate diagnosis of the lacking skills, follow up trainings make the organization more productive. Another prevailing impact of performance management

system on organizational productivity was that with reward system in place, employees are motivated to work to their maximum knowing that their efforts will be rewarded according to the input they have invested. As such the organizational productivity is improved because employees have an intrinsic drive to work more knowing that will be a personnel gain. The planning phase of the performance management system is also one commonly raised effect that was raised up the literature. Planning which involve cascading strategic objectives down the organizational structure, aligning of organizational goal, setting of performance targets, is a very important component of performance management system as it promotes productivity from the onset. However, according to a study conducted by Owino (2019) which only revealed that planning, appraisal, feedback and reward had an effect on productivity, he recommends there are more ways in which the performance management system affect productivity which ought to be further investigated. It is therefore important that further studies be carried to provide more knowledge. The impact of performance management system on organizational productivity at Gaborone city council is therefore worth been investigated to provide further insight on the relationship between performance management system and organizational productivity in the case of Gaborone city council.

How to improve performance management systems

Literature reviewed shows that there are a number of ways in which a performance management system may be improved so that it yields the expected outcomes. From the literature reviewed, a number of authors are of the opinion that to make performance management system effective there have to be good relationships; alignment of duties to

organizational goals; consistent monitoring of performance; well conducted performance evaluations; linking of the reward system (Mishra and Sahoo ,2015; Roh ,2018; Ladinsky , 2015; Malik et al,2018; Janjua et al 2019;Winingar ,2021;Parmar, 2022) . To start with, there is need to have a good relationship between supervisor and supervisee to enhance the effectiveness of a performance management system. With a conducive relationship whereby there is trust between supervisor and supervisee, both parties are comfortable to open up to each other concerning performance issues. Another commonly raised way of improving performance management system is to accurately link organizational goals to employee duties. Employees should understand and appreciate how their individual tasks contribute or support the organizational goals and strategic objectives. Consistent monitoring of performance has also turned to be one way of improving a performance management system. With up to date regular measuring and monitoring of performance corrective measures are taken in time if need arises. It is important that poor performance or poor organizational productivity is not allowed to go for a long time without being attended. Another way of improving the performance management system is to perform evaluations correctly. Supervisors should well be trained and informed on how to carryout performance evaluations. Performance reviews of individual and departments performance against organizational goals should be motivating and constructive for the evaluation to be effective (Prasad, 2020). Lastly the literature review has shown that linking of reward to performance is also a major factor that can bring about improvement in an applied performance management system. Employees become motivated to perform if they know that their performance will become a major determining factor of how much of a reward they will receive. According to Williams (2018) reward is meant to encourage employees to be more

productive, not to move to other organizations, behave accordingly and not to be tempted into corruption. Such benefits may be in the form of bonuses or promotions just to name a few. As of now there is limited literature on how performance management system may be improved in Gaborone city council. To close the knowledge gap that exist, it is worth conducting this study as it will unearth knowledge on possible ways of improving performance management systems.

In conclusion literature reviewed has put forward fundamental and insightful information on performance management systems and organizational productivity worth been taken into account in the process of the study. The management of an organization should be concerned most of the time with implementing a performance management system that keep hold of high performers in the company, produce skilled or developed workforce, motivate employees and other important aspects or objectives of performance management (Cascio, 2014). Poor organizational productivity is unacceptable in any form of business whether government or privately owned entity. The expectation from a performance management system is to enhance the organization's output as it influences the entity's performance management results and operations (Audenaert, Decramer, George, Verschuere and Van Waeyenberg, 2019). There is currently insufficient knowledge on the impact of performance management system on the entity's productivity in the case of Gaborone city council in Botswana. With such a research gap the study is therefore worth been conducted as will provide insight on matters such as identifying shortfalls of the performance management system and possible ways of improving performance management system in Gaborone city council.

CHAPTER 3: RESEARCH METHODS

Introduction

Research methods may simply be explained as the methods that the researcher will employ to carry out the study (Kothari, 2004). They provide a detailed procedure to be utilized by the investigator so as to attain the purpose of the research. The study process is known to be a systematic procedure that outlines the research objective, manage data and present findings in a manner that is well defined and that is guided by existing research guidelines (Hair, Page and Brunsveld, 2019). The researcher has the responsibility to plan his or her study with respect to research questions that ought to be fulfilled or a research problem that has to be cleared up. It is therefore important that there is a thorough assessment on the overall research methodology to employ taking into account the type of information preferred, as well as the techniques to be used to capture the information that is related to the research questions to be answered.

The research problem of the current study was that, despite the existence of a performance management system used at Gaborone City Council, the council still continued to perform at unsatisfactory standards. With a sound performance management system in order, the expectation is that organizational productivity will be enhanced in every organization. However, in the case of Gaborone City Council, regardless of having such a performance management system in place, productivity within the entity is not satisfactory. Performance targets are not adequately met. Service delivery is unsatisfactory. The public is not happy with some of the service deliveries they receive from the council. Some services which have to be timely offered by the council, take longer than the expected set turnaround time. The purpose of the research

study is to explore the effectiveness of performance management systems and their association to organizational productivity in the public sector. The focus of the study was on Gaborone City Council which falls under the Local government of Botswana. It was expected from the study that lacking areas of the currently used performance management system in the council be identified and recommendations on possible solutions be made. The existence of every organization is dependent on the organizational productivity of that particular company. If a company is performing poorly, it will lose business and eventually cease to operate. It is therefore important that organizations come up with management tools that will support them to become more productive. A performance management system is one management tool that modern organizations make use of for the purpose of enhancing productivity in an entity. In order to be competitive, relevant and be able survive in business, companies are employing relevant performance management systems to meet productivity targets set from organizational strategy (Kinicki and Williams, 2020). In other words, organizational productivity is controlled by the performance management system that is been used in a company. With the use of a coherent, fruitful and useful performance management system, organizational productivity will significantly be improved. The predominant objective of the study is to figure out to what extent does the performance management system applied at Gaborone City Council impacts on the City Council's productivity.

The study employed a concurrent research design whereby qualitative and quantitative research methods were applied simultaneously. Qualitative research is known to interrogate, inspect and deliver an in-depth insight on the real problem being studied (Tenny, Brannan, Brannan and Sharts-Hopko 2017). The qualitative research methodology explained ways and

patterns of behavior that were difficult to gauge or define numerically in the study. According to Tenny et al (2017), the qualitative type of study captures perceptions, knowledge, habits and observations of respondents. The intention in a qualitative study is to comprehend and be in a position to elucidate how or why a given circumstance is in a manner that it is, by so doing providing insights and explanations of real-life issues and incidents (Bayot, Brannan, Brannan and Tenny, 2022). In addition to the quantitative approach component of the research study that was employed, the study provided a broader scope of knowledge with reduced possibilities of bias from the researcher. The statistical tool used to analyze the quantitative data was **SPSS Version 25.0** data analysis.

The overall aim of the research study was to find out the effectiveness of a performance management system on the entity's productivity at Gaborone city council. It was a case study of Gaborone City Council. There are only two city councils in the country of Botswana. Gaborone city council is one of the two city councils. Through research investigations, the study's aim was to figure out to what degree does the currently used performance management system at Gaborone City Council affects the organizational productivity.

The chapter began with outlining the research approach and design that were employed in the study. It was explained why the research method and design that have been selected by the researcher were considered to be befitting and applicable to the study. Some current and peer-reviewed research were briefly discussed to substantiate why the researcher has adopted his particular research approach. The researcher also discussed the research design that was adopted for the study and why it was appropriate.

Following the research approach and design, the population and sample of the research study was discussed. The targeted population was described in terms of its size and the relevant characteristics it has. Given the study design, the reason why the population was appropriate to address the study problem and purpose has been explained. The expected size of the sample that was used as well the sampling method or technique used have been presented in the chapter.

The chapter has also presented the materials and research tools that were employed in the study. Information on the instruments such as their validity and reliability has been discussed in detail. It has also been explained permissions that the researcher had to acquire before he could go ahead with administration of research tools. Study procedures and ethical assurances have also been discussed in the chapter. There is an explanation on how compliance with expected research standards was ensured in the research study. Confidentiality and anonymity concerns have been addressed. Relevant ethical issues associated with the study have been explained. The undertaking of data collection including ethical matters that surround the exercise have been discussed. How an informed consent, the right to privacy and honesty was attained in the research study has been explained in the chapter. Lastly before the chapter summary, a discussion on how the researcher proceeded with data collection and analysis was been made. It was also explained how the collected data was aligned to research question and how relevant it was to the study. Description of the data provided, including how the data was coded and the software used in analyzing data has also been provided in the chapter.

Research Approach and Design

Research Approach

The study has employed both quantitative and qualitative research approaches to investigate how performance management system used at Gaborone City Council, impacts the organizational productivity within the council. In addition, the study has scrutinized and justified why alternative research approaches could not be used in the study. Taking into account the purpose of the study, the researcher found it best to employ mixed research methods to provide a more comprehensive and balanced investigation from a variety of perspectives on the construct being investigated. Since the main purpose of indulging in a study was to provide answers or insights on a case that is being securitized, the researcher had an obligation of engaging on the best suitable research approach that enabled the study to realize its purpose without leaving anything behind. From the researcher's point of view, the study has explored possible angles of addressing the investigated phenomena through the use of a mixed research approach.

A mixed research approach allows the researcher to benefit from the strengths of both quantitative and qualitative research approaches (Mitchell and Education, 2018). Each research approach has its own peculiar strengths and weaknesses (Leavy, 2022). According to Mitchell and Education (2018), such limitations are minimized with the use of mixed methods approach. A mixed research approach has been applied in the research study so as to benefit from the supremacy of each research approach. In a study conducted by Pross (2019) which was meant to determine how performance management systems used impact employee productivity in Uganda, the researcher employed both quantitative and qualitative research approaches. Through

the mixed research approaches the researcher collected qualitative data which provided an in depth knowledge on the research topic which happens to be one of the strong points of a qualitative research study. The study also gathered quantitative data which the researcher felt was key in adequately addressing the research topic. According to Sürücü and Maslakçi (2020), one of the primitive benefits of a quantitative research approach is its neutrality and broad scope of knowledge obtained from the statistical overview of a large sample. It can therefore be said that, with the quantitative research aspect of the mixed research approach employed in this particular study, bias from the investigator has been minimized. Given the reasonably large population of the management staff members from Gaborone City Council to take part in the study as participants, the quantitative research approach component of the mixed research approach was appropriate to gather information from a large sample. With such an arrangement in place, the researcher was in a better position to make generalizations about the entire population of Gaborone City Council from the findings of the study.

Another reason why the research study has adopted a research approach that allows for triangulation, is that the findings of the study are believed to be more reliable and valid. Reliability is all about how consistent results of the phenomena that is being measured or investigated repeatedly are (Taherdoost, 2016). On the other hand validity is about how close the findings to the actual situation being studied are (Noble and Heale, 2019). There is provision for affirmation and completeness of the information collected because it prevents bias that is usually associated with a single research approach (Poth and Munce, 2020). In a study conducted by Tshisikhawe (2019) on the extent to which performance management system drives employee productivity at Eskom in South Africa, a mixed research approach was employed. Findings of

the study were believed to be credible because triangulation enhanced reliability and validity within the research study. By the nature of its design, a quantitative research approach is considered reliable because the researcher is expected to manage, control and dismiss subjectivity that could be brought about by the investigator's point of view and understanding (Bans-Akutey and Tiimub, 2021). On the other hand, validity in a qualitative research approach is higher as compared to a quantitative research approach because the researcher has an opportunity to confirm or validate if the research situation matches the real life one. The researcher is therefore in a position to argue that the qualitative aspect of the mixed research approach has promoted the validity and credibility of the study as it brought about a better understanding of the phenomena being studied.

According to Dawadi, Shrestha and Giri (2021), a mixed method research is sometimes considered to have an upper hand in providing a more informed or rich insight on the research area of concern as compared to opting for a single research approach. It is believed that the combination of quantitative and qualitative research methodologies in one study presents a fulfilled understanding of the research problem as compared to the use of one type of research approach alone (Creswell, 2014; Maarouf, 2019; Molina-Azorin, 2016). With a mixed research approach, the researcher investigates the phenomena of interest from a quantitative and qualitative point of view; and by so doing produces a rich, broad and in depth insight. According to Maarouf (2019), with a single research approach the study becomes limited or incomplete in addressing research issues. In India Tesfa, (2018) conducted a study on Practices of Performance Management System and its effect on employee performance. The study employed both quantitative and qualitative research approaches. With a mixed research approach, the study was

able to address a broader and an absolute range of research questions which brought about a diverse and in depth insight on the research area. There was a balance of inquiry from the mixed research approach yielding depth and breadth of knowledge on the topic of research. The study has employed a mixed approach because the research phenomena could not be interrogated beyond reasonable doubt if the researcher applied only the qualitative or quantitative method. The triangulation technique employed as part of a mixed research approach has provided favorable levels of complexity and understanding on the research area because quantitative and qualitative research paradigms belong to non-identical epistemological structures.

Quantitative research is a possible standalone research approach that could have been employed in the study. The quantitative research aspect of a research study provides numerical values drawn from observations so as to classify and express the phenomena that the observations communicate (Klein and Müller, 2019). Quantitative research approach is known to provide data that is objective and systematic (Queirós, Faria and Almeida , 2017). Haeckel, Wosniok and Streichert (2021) are of the opinion that quantitative research approach is established on the positivism grounds which assumes that the social world comprises of solid and deep-rooted realities which can be objectively quantified. Such objectivity is derived from the numerical data of the measured phenomena which is further analyzed using relevant statistical measures. Quantitative research approaches are descriptive, explanatory and predictive by nature (Apuke, 2017). Based on the findings obtained through the quantitative approach, the researcher is usually regarded to be in a better position to make predictions and explanations about future behaviors. However, quantitative research approach has limitations which made the researcher not to opt for the quantitative research approach solely. It would have not been

appropriate for the study to employ the quantitative research approach alone because of a number of reasons. One of the reasons why the quantitative research approach was not used on its own is because it does not provide depth on the investigated phenomena. In a quantitative research approach the researcher is confined to a pre-constructed questionnaire instrument thus limiting the depth of further investigations as follow ups to responses made by participants. It can therefore be said that the inferences made from the captured data cannot be validated. Quantitative research lacks flexibility and an exploratory aspect from the researcher (Queirós, Faria and Almeida, 2017). The researcher is of the position that, if the quantitative research approach was solely used in the study, it would have denied the researcher an opportunity to further investigate in depth the effects of performance management system on Gaborone city council's organizational productivity. Sometimes based on certain responses from research participants, the researcher may feel that there is need to ask follow up questions to explore and interrogate further issues of concern being addressed.

Qualitative research is another alternative research approach that could have been employed in the study. Qualitative research is also a potential standalone research approach that could have been employed in the study. It is a research approach that is concerned with comprehending and explaining aspects of reality that cannot be quantified as the social interrelation is interrogated (Creswell and Poth, 2017). As for the qualitative research approach part of the study, in cases whereby there is very little known information about the research topic, it provides an opportunity to learn more on the phenomenon being investigated (Antwi and Hamza, 2015). With a qualitative research approach, the study is known to provide an in depth insight on the area of study since the research study depends on a personal contact between the

researcher and a group of sampled participants (Mitchell and Education, 2018). The richness and in depth data that the qualitative research approach provides is a result of the partnership that has developed between the researcher and participants. Participants open up to the investigator because of the relation that exists between them. There are a number of reasons why the study could not exclusively adopt a qualitative research approach to determine the effect of the performance management system used in Gaborone city council. Given the reasonably large population of the management members of staff in Gaborone City Council, collecting qualitative data which requires close interaction between the researcher and participant would have been a serious challenge. Qualitative research approaches require close interaction between the researcher and participant. As such there is need for time for the researcher and participant to converse during the administration of the data collection instrument such as an interview. Another factor that made the use of qualitative research solely in the study inappropriate was that, there is always to a certain degree some element of subjectivity from the researcher. According Queirós, Faria and Almeida (2017), due to the nature of the qualitative research approach, reality may not be correctly interpreted and captured by the researcher because of his or her subjective point of view. Such subjectivity from the researcher's perspective may lead to drawing of wrong conclusions because the reality is not defined correctly.

Research Design

According Creswell and Poth (2017), a research design is known as a predetermined framework of study that should clearly communicate how the study is going to be conducted outlining how various stages of the research study will be integrated to address the purpose and significance of study. It is a comprehensive plan that communicates how the research study will

be carried out successfully. The research design is known to provide a blueprint on the pertinent evidence called for in answering research questions in an unquestionable way.

This study has employed a concurrent mixed methods research design utilizing triangulation to corroborate and enrich the findings from both quantitative and qualitative data sources. Quantitative and qualitative research approaches have both been applied at the same time to collect and analyze data separately. With concurrent research design, quantitative and qualitative data are collected and analyzed independently. The next stage is to compare and relate the findings so as to make accurate and realistic interpretations. Barnes (2019) is of the opinion that a concurrent design with triangulation which applies both the quantitative and qualitative research approaches is mainly used to confirm the findings of one of the research approaches. With the adoption of the concurrent triangulation research design, in the study, the researcher was able to use results from one research approach to check on findings from another research approach. As such findings of the study are believed to be more credible, valid and convincing. According to Schoonenboom, and Johnson (2017), in a concurrent research design, the data collection and data analysis processes for the quantitative and qualitative research approaches are conducted independently and simultaneously.

Design Steps

The purpose of the study was to effectively establish how the performance management system impacts the organizational productivity of Gaborone city council from the management's point of view. It is the researcher's responsibility to devise a research design that adequately addresses the research questions. Since the research study has adopted a concurrent triangulation

research design, both the quantitative and qualitative research procedures were carried out at the same time. The study has employed four research design steps.

The first step involved painting out clearly the need for the study given the research gaps that existed. Being productive is the reason for existence and survival of any organization. Similarly, with the performance management system used by the Gaborone city council, the expectation is that it has form of effect on the organizational productivity within the council. It is in the first stage that the research objectives and aims were established. The background information, purpose of the research study and the significance of study were also described and evaluated in the first phase.

The second stage of the research design was to discuss supportive literature to address the research objectives. Bougie, and Sekaran, (2019) emphasized the importance of having a well informed and supported balanced research study, and how the researcher has to establish if there are links, contradictions or relationships that exist by comparing research findings discovered by other scholars. With a focus on performance management systems and organizational productivity to provide an insight on the field study that had been undertaken, vast literature from a wide range of authors was discussed.

The third phase of the research design called for the gathering of information that the research study required in order to address the problem identified. For a balanced and comprehensive perspective, with the mixed research approach, the construct been investigated was intensively scrutinized. Collection of data for both research domains being quantitative and qualitative research methods was performed simultaneously.

Lastly, the fourth stage of the research design used was the evaluation of data and making inferences on the investigations made. Data was analyzed with the necessary tools and conclusions drawn. It is at this stage that findings and recommendations were presented.

Population and sample of the Research Study

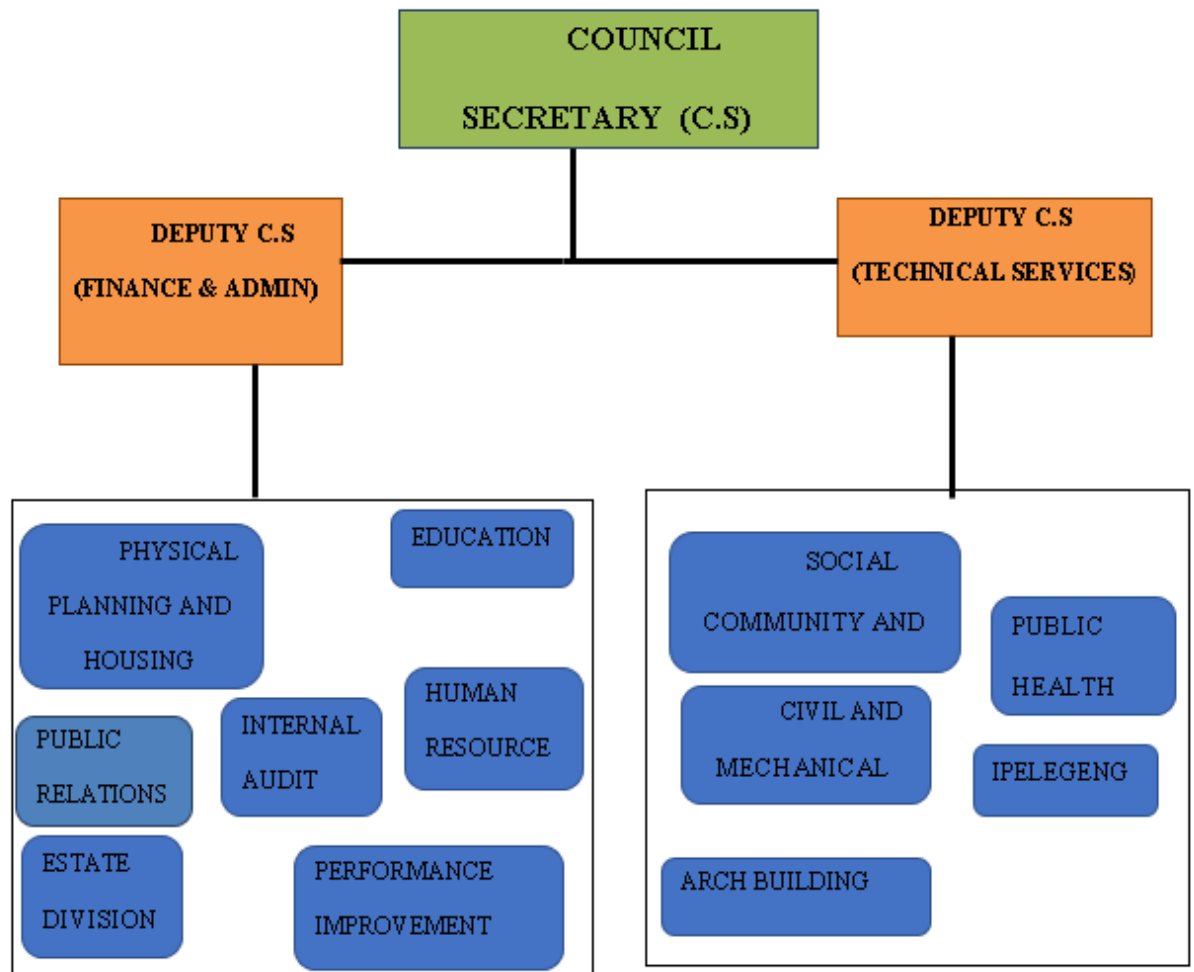
Population of interest

The focus of the study was the management personnel of Gaborone city council. Gaborone city council is situated in the capital city of Botswana which is Gaborone. There are two city councils out of 16 councils that make up the local government in Botswana. The council has a total of **1862** employees working in various departments that make up Gaborone city council. The targeted population of the study was the management of Gaborone city council. The management was categorized into three levels being the top, middle and lower management. All management members hold a supervisory position and are expected to ensure that the organization's performance management system is carried out by their subordinates or departments. In total Gaborone city council had **116** managers. From the 116 managers, 101 managers being the middle and bottom managers were expected to take part in the quantitative component of the study by answering the questionnaire. Through interviews, the remaining 15 managers being the top managers were expected to take part in the qualitative component of the study and provide a strategic insight given the strategic position they held as the top management.

The key departments that make up Gaborone city council are shown by the diagram below.

Figure 4

GCC Organisation Chart



Some departments which make up Gaborone City council have more staff members than others because they are subdivided into several units. For example, the Social Community and Development comprises of the Community Development unit, Social Welfare unit and the Home

Economics unit. All departments and units have supervisory staff members which is the targeted population of interest in the study.

Study population is defined by Asiamah, Mensah and Oteng-Abayie (2017) as a group of individuals with certain attributes of concern that the researcher intends to study or investigate. The population of interest in the study will be managers because managers play a very vital role in the performance management system used by any institute. It is managers that have the responsibility to see to it that desired performance standards are attained through the use of performance management systems. Managers have the authority to ensure that through the performance management system tool, organisational objectives are aligned with their subordinates agreed performance targets (Owino, 2019). It is again through sound performance management systems that there is continuous performance improvement and learning supervised by managers so that the organization realizes its overall strategy (Gerrish, 2016). Performance management systems provide guidance to managers to breakdown their departmental strategic goals and plans into clearly defined performance targets and milestones of their subordinate individual staff members. Managers therefore play a huge role as far as the success and mandate of the organizational performance management system are concerned. As such, managers at Gaborone City Council were regarded as the target population of the study. Managers or supervisory personnel at Gaborone City Council were considered to be in a better position to provide reliable, relevant and accurate insights on how the performance management used at the city council affects the organisational productivity.

Sample of study

Sampling is defined by Gaganpreet (2017) as a procedure that is used by researchers to select in a methodical manner a smaller number of representatives of a previously well defined population so as to use as a source of data for research investigations' intentions. According to Acharya et al. (2013), for valid conclusions to be drawn from the sample used, the sampling procedure should be systematic and outlined. The objective that every researcher has in mind is to generalize findings of the study from the sample to the population of study. The ideal set up is to investigate every member of the population to attain reliable, valid and accurate findings of the study (Gaganpreet, 2017). Researchers are therefore expected to select a sample that is representative of the population because selecting the entire population may come with a number of challenges especially in very large populations of interest.

The study employed census sampling method. Judgmental or purposive sampling method requires the researcher to apply his or her discretion when it comes to selecting a sample that addresses the research study's objectives. The investigation was a case study of Gaborone City Council. The selected sample was expected to provide data that will answer research objectives. All the 116 members of the management staff all expected to be participants since the targeted population of managers was relatively small. Rai and Thapa (2015) defined total purposive population sampling as a method of selecting a sample whereby the whole population is chosen because it has peculiar characteristics that are of interest to the research study. Furthermore, according to the authors, total population sampling is regarded as an appropriate and reliable method in research sampling in cases whereby the targeted population size is small as it is the

case with Gaborone City Council. Having all the members of the targeted population being selected for the study benefits the research study in terms of reliability, validity and accurateness of the study findings. Etikan, Musa and Alkassim (2016) are of the opinion that total purposive sampling guards against cases whereby some subjects of the population are left out making the sample incomplete and not a true representative of the target population. Total purposive sampling method is deliberate as the name says because the researcher is interested in specific participants with a particular exposure that the study is focused on investigating. From the researcher's point of view, it was the management of Gaborone city council that had the relevant exposure in terms of being responsible for the successful administration of the performance management system within the council. That being the case, total purposive sampling on the targeted population which happened to be all the supervisory staff at Gaborone City Council will be applied on the study. With the use of total population sampling, the risk of omitting of potential insights is minimized and as a result the investigator is able to attain deeper insights on the phenomenon being investigated because of the broad coverage of the targeted population that is provided by total purposive sampling (Etikan et al 2016).

By nature, purposive sampling method is a non-probability sampling method (Rai and Thapa (2015). Campbell et al (2020) argued that purposive sampling is mainly concerned with establishing an association or match between the selected sample and research aim together with research objectives thus making the collected data and findings unquestionable. By so doing there is severity and sound gathered data and results. According to Bhardwaj (2019), generally non probability sampling method is sampling procedure whereby participants who are selected

to make up the sample are not known. However, in the case of total purposive sampling technique, all members are known to definitely make the sample of study as it will be the case with the research study whereby all members of the management staff will be participants in the study. Etikan et al. (2016) defined probability sampling technique otherwise called random sampling, as a method of sampling whereby each member of the targeted population has an equal chance of being chosen to make the study population. In addition, Etikan et al (2016) are of the opinion that in most cases, probability sampling is chosen over non-probability sampling by most researchers because inferences drawn about the entire population are from a probabilistic approach which is bias free. However, in the case of non-probability sampling technique, which is driven by the purpose of study and the researcher's point of view it can lead to inaccurate generalization of the entire population as a result of bias in the sampling.

As already mentioned, the study has employed total purposive sampling because it adequately responds to research objectives which are as follow;

Objective 1: To establish barriers to effective performance management system on organizational productivity at Gaborone city council.

Objective 2: To investigate how productivity is associated with the consequences of performance management system deficiencies at Gaborone City Council?

Objective 3: To assess the relationship between performance management system practices and productivity at Gaborone City Council?

Objective 4: To evaluate how performance management system can be improved at Gaborone city council.

To establish the cause and effects of poor organizational productivity within Gaborone city council, all managers from the population were questioned because they are in an adequate position to provide precise and relevant information. Their main duty as supervisors is to keep a close watch on the organizational productivity at Gaborone City Council. The expectation is that they have tools in place to assist them in the monitoring of individual and departmental performances. They are expected to identify the cause of unsatisfactory performances in the organization and take necessary measures in time. From the perspective of participants who are all managers, appropriate information on performance management system used at Gaborone City Council affects organizational productivity will be provided. Managers have the key mandate in the execution and monitoring of performance management systems used in any given entity. Starting with the planning phase, followed by the implementation, the evaluation and lastly the feedback phase, managers are expected to ensure that all the phases are adequately carried out within their departments and units. Lastly, to address the final research objective, an evaluation on how performance management can be improved at Gaborone city council was conducted using the appropriate captured data.

With the selected total purposive sampling technique, sampling bias that may lead to gathering inaccurate information was avoided. The common consequence of sampling bias is that, in most cases the selected group may not have the qualities and characteristics of other groups which are not represented in the sample (Andringa and Godfroid, 2020). With total purposive sampling method every member of the targeted population of management workforce in Gaborone City Council was expected to take part in the research study. Any form of sampling bias was therefore avoided or guarded against.

Materials/Instrumentation of Research Tools

Data collection instruments

Data collection is all about collecting data from relevant or credible sources to be analyzed and provide answers to research objectives and questions. Research instruments differ in a number of ways such as their design, how they are administered and interpreted, hence the researcher has the responsibility to guarantee that the chosen instrument is appropriate to collect information relevant to the investigation (Pandey and Pandey, 2021). It is important in research to gather information that is relevant to the study because the expectation is that at a later stage it will be analyzed and conclusions about the entire population will be drawn from the findings.

Berry et al (2014) identified three major types of research data being administration data, census data and survey data. Administration data is one that is collected by entities such as the government strictly for their own usage. Census involves the counting of the total population of the species of interest to the researcher (Berry et al, 2014). It is usually common in population census. Survey data is one that is captured from a sample of the population that is been investigated so as to be in a better position to draw statistical inferences and generalizations about the entire population (Berry et al, 2014). The type of data that the researcher is interested in is the survey data. Primary data will be collected by the researcher using both *questionnaires* and *research interviews*.

Questionnaires formation

Roopa and Rani (2012) defined questionnaires in its simplest form as a group of questions in written form to be answered by respondents to provide their views. It is known as the common

mode of gathering primary data. The researcher designed a questionnaire that addressed research objectives and questions of the study. Only closed ended questions were used. The questionnaire was structured in a manner that enabled objective answers to be captured from the research tool. The questionnaire comprises of 5 sections. Section A captured background or personal information of the participant. Such personal information included questions on participant's gender, age group, educational level, marital status and years of experience.

Section B addressed research objective number 1 which focused on the causes of unsatisfactory or poor organizational productivity at Gaborone City Council. The section comprised of a set of 5 questions. Question 1 of the set was on lack of managerial support as a possible cause of poor or unsatisfactory organizational productivity at Gaborone City Council. Question 2 was on lack of vital skills to carry out duties as another possible cause of unsatisfactory or poor organizational productivity at Gaborone City Council. Question 3 was on unconducive working environments as a possible cause of poor or unsatisfactory organizational productivity at Gaborone City Council. Question 4 was on low motivational level of employees as another possible cause of unsatisfactory or poor organizational productivity at Gaborone City Council. Question 5 was on limited or lack of funds also as a possible cause of unsatisfactory or poor organizational productivity at Gaborone City Council. A Likert-type scale was used to rate responses. The scale comprised of choices which ranged from strongly disagree rated one to strongly agree rated seven.

Section C addresses research objective 2 focused on the effects of low organizational productivity at Gaborone City Council. Again, the section was made up of a set of 5 closed ended questions which had to be answered using the Likert-type scale. Question 1 was on extra costs

incurred by the organization as an effect of low organizational productivity at Gaborone City Council. Question 2 was on the tarnishing of the organization's image and reputation as an effect of poor organizational productivity at Gaborone City Council. Question 3 was failure to realize set targets as a possible effect of low organizational productivity at Gaborone City Council. Question 4 was on the need for rework as a result of low organizational productivity at the council. The last question was on unhappy and disappointed customers again as a consequence of poor organizational productivity at Gaborone City Council.

Section D focused on research objective 3 was on how the Performance Management System affects Organizational productivity at Gaborone City Council. The section also consisted of a set of 5 questions to be rated using a Likert-type scale. Question 1 was on awareness of performance targets by employees through the performance management system to promote organizational productivity at Gaborone City Council. Question 2 was on coaching and mentoring that enhances organizational productivity at Gaborone City Council. Question 3 was on the training and development that has a positive effect on the organizational productivity at Gaborone City Council. The fourth question was on an improved communication and coordination that makes the organization productive at Gaborone City Council. Question 5 is on trustworthy and reliable performance measurement instruments that make the organization productive at Gaborone City Council.

Section E addressed the fourth objective which is on how performance management system can be improved at Gaborone City Council. The section also consisted of a set of 5 questions that will be rated using a Likert-type scale. Question 1 was on having a strategic alignment of company goals to those of employees to improve the used performance

management system at Gaborone City Council. Question 2 was on developing performance measures which are easily understood and quantified to enhance the used performance management system at Gaborone City Council. The third question was on regular performance reviews and feedback to improve the used performance management system at Gaborone City Council. Question 4 of the set was on encouraging collaboration or teamwork within the organization so as to improve the performance management system at Gaborone City Council. Question 5 was on developing trust between supervisor and supervisee to promote the used performance management system at Gaborone City Council.

Interviews formation

Interviews are known to be the most common method for collecting qualitative data in qualitative research study. According to Alshenqeeti (2014), interviews widen the scope of comprehension of the construct being studied because of its natural approach and that it is less structured by nature. The researcher developed an interview that addressed research objectives and questions of the research. The interview consisted of 5 parts. Part 1 was on personal information of interviewees such as gender, age group, educational level, marital status and years of experience.

Part 2 to part 3 were open ended questions guided by the research objectives. Research objective 1 was addressed by part 2, research objective 2 by part 3, research objective 3 by part 4 and research objective 4 by part 5. Part 2 was an open question meant to find out the causes of unsatisfactory or poor organizational productivity at Gaborone City Council. Part 3 was a broad question meant to identify the effects of low organizational productivity at Gaborone City

Council. Part 4 was another open-ended question that is meant to establish how the performance management system at Gaborone City Council affects the organizational productivity. The last part of the interview instrument addressed coming up with possible measures to improve the performance management system that are used at Gaborone City Council.

Data Collection Techniques

The population of interest was all management staff at Gaborone City Council. In total, records from the human resource department showed that there were 116 managerial positions. From the 116 total, 15 members make the top management which comprises of the Town Clerk, 2 deputy Town Clerks, 10 Chief Officers from various departments, Performance Improvement Coordinator manager and Secretary to the Town clerk. The remaining 101 members are the middle and lower management personnel. All of the 15 members of the top management were expected to be involved in the study because total purposive sampling method was employed. For the middle and lower management, again due to the use of total purposive sampling, all of members of the two management levels were expected to be participants in the study. The data collection tool that was used on the top management was interviews. Questionnaires were administered on the middle and lower management only.

Validity and Reliability

The quality or standard of data collection instruments used in a given study highly depends on how reliable and valid is the gathered data. In accordance to Mohajan (2017) as cited in Singh (2014), validity and reliability in a study promote transparency and minimize room for bias from the investigator.

Validity

Validity is explained as the level to which a research tool gauges what it is meant to measure (Mohajan, 2017). According to Taherdoost (2016) as cited by Ghuri and Gronhaug (2005), validity is concerned with the degree to which the captured data addresses the actual field or domain that is being investigated. Since the researcher had designed both the data collection instruments, it was important that their validity be examined before the administration of the instruments. The instrument was designed and submitted to the supervisor of the study who is a specialist. To embrace a broad and holistic concept of validity the researcher employed both face validity and content validity.

Face Validity

According to Johson (2021), face validity is all about the extent to which the instrument to be used appears to make measurements which are related to the construct of interest when scrutinized by non-experts. By nature, it can be said that it is a subjective assessment on the operationalization of a construct (Taherdoost, 2016). A research instrument that is perceived by most people who are exposed to it as measuring what it is meant to, it has a strong face validity. The research instruments were shared with colleagues in both the private sector and the public service to establish the face validity of the instruments. Both instruments proved to have a strong face validity based on the judgment of non-experts.

Content validity

Taherdoost's (2016) experience as cited in Boudreau et al. (2004) indicates that content validity evaluates the length to which the data collection instrument reflects the relevant areas

from which generalizations will be made. It may involve engagement of experts on the topic of interest because evaluation of the new instrument is made to guarantee or secure that all research questions that are key are included. There is also an opportunity to include other suitable and relevant questions if they had been left out. The research instruments were submitted to the supervisor several times to finetune and ensure that the theoretical domain of the phenomena that the instruments aim at measuring is unquestionably addressed. As a result, it was ensured through several interactions with the supervisor that both research instruments had adequate research questions that were relevant to the concept of performance management systems and organizational productivity. One possible threat on the internal validity of the questionnaire research instrument will be the use of close-ended questions which are rated with likert scale. This will prevent respondents from justifying their choices. However, with the use of the interview instrument for the top management, it provided an opportunity to gather critical justifications.

Reliability

Reliability is focused on the extent to which the research instrument used is able to produce measurements of a construct which are free from errors, by so doing yielding consistent or repeatable measurement results (Lakshmi and Mohideen, 2013). According to Chakrabartty (2013), it involves consistency, reproducibility, repeatability to promote the trustworthiness of a research. It is important in a study that results obtained from the use of a chosen instrument are free from errors and can be repeated or obtained again if the instrument is re-administered.

Mohajan (2017) classified reliability into two methods; i) Stability, and ii) Internal consistency reliability.

Stability

According to Mohajan (2017), stability reliability is whereby the instrument used is able to yield the same measurements over time regardless of the participants or other conditions which may not be controlled. Stability may be examined using two methods which are test-retest reliability and parallel-form reliability.

Internal consistency reliability

If items or research questionnaire questions are poorly written or are covering an extremely broad content field, results will yield low internal consistency (Lakshmi and Mohideen, 2013). According to Mohajan's (2017) experience as cited in De Vellis (2006), internal consistency reliability is a form of reliability that assesses the level to which different items that measures the same phenomenon yield the same results. There are two main forms of internal consistency reliability which are *inter-item consistency* and *Split-half reliability*.

The piloting of the study carried out helped in improving the reliability of the research instruments. It was important that the study is deemed reliable so that there is confidence in research findings as objectives were adequately satisfied based on the consistency and replicability of measurements.

Pilot Study

A pilot study was performed by the researcher upon being granted permission by the permanent secretary in the Ministry of local Government and Rural Development. The questionnaire was

pre-tested on 10 respondents that the researcher was acquainted to. Respondents were council employees working in different councils that fall under the Ministry of local Government and Rural Development. Such an exercise assisted the researcher in determining the same interpretations and consistent responses. All the councils are exposed to same performance management system drawn from the Ministry. Therefore, issues pertaining to the performance management system in one council are very close or similar to those of other councils. Interviews were conducted on 4 managerial members to get the feedback on the interpretation of questions asked. The same instruments that were piloted were later on approved by Unicaf University Research Ethics Committee.

Operational Definition of Variables

It is important in a research study that the constructs or variables of interest of the study can be measured. The researcher therefore ought to come with an operational definition that will be applied in the study. Slife, Wright and Yanchar (2016) are of the opinion that the use of operational definitions has not been adequately addressed especially in areas such as translation validity. As a result, there are still challenges of matching constructs with accurate measures to operationalize them in a study. Based on the key constructs of the study which are performance management system practices, organizational productivity indicators, Organizational Factors Associated with Poor Productivity and Effects or Associated outcomes of Poor Productivity, the author has provided operational variables' descriptions and how they will be measured.

Performance Management System (Independent variable)

Performance management system is a strategic tool that companies employ to stay ahead in the competitive world of business. It is therefore important according to performance management system that employees understand the fundamental roles that they play towards the organization achieving its vision, mission and organizational strategy. According to Blackman, West, O'Flynn, Buick and O'Donnell (2015), under normal circumstance performance management systems are concerned with promoting high performance and endorsing innovation through set goals and identified training and development needs. To measure the effect of a performance management system which is the independent variable in the study, Owino's (2019) and Santi & Rahim's (2021) scales have been adopted. The main factors of Performance management system include *performance planning, performance execution and monitoring, performance review or appraisal and performance reward*.

Performance Planning

According to Owino (2019), performance planning forms the elementary phase in a performance management process which is critical as it paves the way on how performance appraisals will be conducted. Performance planning involves the drawing of performance agreements whereby key performance areas, targets and period over which the agreement will be carried out are agreed on. As such, it can therefore be said through the performance planning, a framework for performance management is provided through the performance agreement that will form basis for performance improvement as well as development measures to be taken. The complexity that surrounds performance planning is that it also requires that it be taken into consideration the competence and credibility of the institute in designing and executing the

drawn plan (Owino,2019). During performance planning, roles are clearly defined, fundamental competences and performance standards are stated as the performance agreement is drawn (Armstrong, 2021). According to Boateng and Owusu (2014), performance planning is one of the fundamental factors that strategically enhances the effectiveness of a performance management system. Hence why is important that it is given the necessary attention it deserves. It is important in performance planning to come up with key performance indicators (KPI) to be used in measuring performance. Key performance indicators are known to provide a guide to evaluate performance and identify desired outcomes (Owino, 2019 and Armstrong,2021). It normally involves thorough planning and monitoring with high levels of transparency for the decision makers to make appropriate and relevant decisions. With the adoption of Key performance indicator system in place , the management is able to draw important information from the information that is available in order to enhance performance in the organization. The main purpose behind key performance indicators is to gauge performance and monitor progress. According by Owino,2019 it is through key performance indicators that relevant information is utilized to best achieve the company's strategic goals.

Performance Execution & monitoring

According to Armstrong (2021), after the planning phase follows performance execution and monitoring whereby employees are expected to carry out the performance plan as informed by the performance contract or agreement. Performance monitoring assist organizations by providing a systematic tracking arrangement for policies and programs offered by the institution. It is important in a performance management system that after key performance areas and targets

have been outlined on the performance agreement, that the performance plan is executed to set standards. The monitoring in a performance management system has to be continuous since it is also key in ensuring that the performance plan is correctly implemented (Owino,2019). It is important for managers to be in position to assess if strategic objectives are being met or not. Again through monitoring interventions taken to address challenges ought to be kept under observation.

Performance Review or Appraisal

Performance reviews or appraisals should be carried throughout the entire performance period to track and record performances of those that are being reviewed (Owino, 2019). It provides a verbal platform for the supervisor and supervisee to engage with each other to assess progress made concerning the set goals. Still in accordance with Owino (2019), performance appraisals are meant to motivate, audit, identify performance gaps for future training and developing of employees.

Under proper management performance appraisal should begin with the manager first defining performance standards for the subordinates. Performance indicators should be established and communicated by the supervisor to the supervisee. The manager should then observe the employee's performance in comparison with performance expectations. If the actual performance and the set standards are clear to the employee being monitored or observed, the manager will have very little difficulty comparing expectations with actual performance. The process should then be completed with the manager and employee meeting to discuss the appraisal.

An effective job performance evaluation system must not only accurately measure current performance levels but also contain mechanisms for reinforcing strengths, identifying weaknesses, and feeding such information back to the employees in order that they may be able to improve future performance. Performance auditing is very important in the monitoring and evaluating performance. There is need for accurate and appropriate procedures to evaluate and enhance. Areas where the workforce is excelling should be encouraged and those areas whereby, they are lacking behind ought to be identified in time and necessary measures taken to support or develop employees.

Performance Reward

Performance reward is a critical component of performance management systems that is meant to acknowledge good performance so as to improve organizational productivity. According to Maycock (2015), performance reward is one of the most trusted and reliable way guaranteeing that a good performance is repeated as employees are motivated and competent in their work. It is important that managers ensure that the organization has in place the right structure and strategy that is key and influential motivating and promoting positive performance.

Performance Management System Practices (Independent Variable)

When Performance Management Systems (PMS) are tied into objectives of the organisation, the resulting performance is more likely to meet organisational needs. Performance management emphasise the importance of shared view of expected performance between a manager and an employee.

The study has employed some performance management practices to be used as operational variables in the study. The indicators under the independent variable included; *Strategic alignment of company goals to those of employees, Performance measures which are easily understood, Regular performance reviews and feedback, Collaboration or teamwork, Trust between supervisor and supervisee, Awareness by employees of what is expected from them, Coaching and mentoring of employees, Training and development of employees, Improved communication and coordination in the organization and Trustworthy and reliable performance measurement instruments.*

A 7-point Likert Scale was used in the measuring of items. The scale ranged from strongly disagree rated 1 to strongly agree rated 7. By taking into account the discussed indicators, the study developed the following items to measure performance management system practices using the 7-point Likert Scale; Employees are made aware of what is expected from them for the organization to be productive; There is coaching and mentoring that enhances organizational productivity; There is training and development which has a positive impact on the organizational productivity; There is improved communication and coordination making the organization productive; There is trustworthy and reliable performance measurement instruments in place; There is a need for strategic alignment whereby company goals are aligned to those of employees; Develop performance measures which are easily understood and quantified; Regular performance reviews and feedback; Encourage collaboration or teamwork within the organization; Trust between supervisor and supervisee.

Organizational productivity (Dependent variable)

Organizational productivity is simply defined as the ratio of outputs to inputs by measuring performance effectiveness and efficiency in an organization (Amos et al., 2008). One can therefore say organizational productivity is all about how organizational resources are utilized in the most efficient and effective way. According Pross (2019), by acknowledging how multifaceted the organizational productivity is, numerous entities are aligning their strategic goals with the quality of work they expect in the organization. Productivity improvement has become a common topic in these modern times as companies are interested in doing things better and in the right manner. To measure organizational productivity, which was the dependent variable in the study, Pross's (2019) scales were employed. The organizational productivity indicators that were operationalized in the study were *efficiency*, *effectiveness*, *quality* and *timeliness or completeness*.

Efficiency

Tchapert's (2013) definition of organizational efficiency as cited in Smith (1995) states that efficiency in an organization is all about how tasks are carried out, in the right way and within acceptable time frame. It is how organizational resources incurred by the company relate to organizational goals that have been successfully achieved (Amos et al, 2008). Efficiency is more about the processes within the organization from which resources are utilized until the desired outcomes are attained. Tantua and Udoro's(2023) experience as cited in Olabisi, Olagbemi and Atere (2011) shared that the concept of efficiency is complex and it is identified with the capacity of the company to design preferable outcomes and actions. Efficiency

measurement in an organization is important as it puts the management in a better position to assess specific operations and how they are performed over time. It is therefore important that, as the company's productivity is scrutinized the efficiency aspect of organizational productivity is also given the necessary evaluation.

Effectiveness

According to Tchatchet's (2013) point of view as cited by Smith (1995), organizational effective is the extent to which an entity is able to realize its previously set goals. It is the degree to which corporate objectives are accomplished. The degree to which customers' needs and demands are met measures the company's effectiveness. At the of day an entity doing business has to create value for its customers in order to say that it has effectively achieved its productivity goals. Colledani et al. (2014) argued that organizational effectiveness is more about measuring the capacity or ability of an entity to attain predetermined organizational objectives.

Quality

Quality production is the ability of the organization to deliver in time the amount of products required which are up to desired and expected standards while minimizing the quantity of resources deployed (Colledani et.al.,2014). It is important when you are in business to provide a service or produce products that meet the customers' expectation. The quality of a service or those of a product are fundamental in building customers' loyalty. Customers want to be associated with an organization or a service provider that addresses their needs adequately to their expectations. It is therefore important that quality is measurable for productivity standards to be met as it is a critical aspect or component of organizational productivity.

Timeliness/Completeness

The expectation is that every company should be concerned with addressing all that needs to be done on the product in time, before the product or service is made available to potential consumers (Harahap, Hurriyati, Gaffar and Amanah, 2017). It is therefore important that as matters of organizational productivity are addressed, the issue of product or service completion in the shortest possible time, is also taken into account as it makes the organization more productive. If to complete a product or service by a given entity takes a long time, its organizational productivity is not up to standards that are acceptable. It is therefore important that the timeliness and completeness variable of organizational productivity is measured and given necessary attention.

Barriers to Effective Performance Management System (Independent variable)

Barriers to effective Performance Management System or Organizational Factors Associated with Poor Productivity that were used as operational variables in the study as independent variable include; *Lack of managerial support, Lack of vital skills, Unconducive work environments, Low motivational level of employees and Limited funds.*

The study employed a 7-point Likert Scale to measure items under organizational productivity as independent variable. The scale utilized ranged from strongly disagree which was rated 1 to strongly agree rated 7. By taking into account the discussed indicators, the study developed the following items to measure organizational productivity issues using a 7-point Likert Scale; Lack of managerial support as a cause of unsatisfactory or poor organizational productivity; Lack of

vital skills to carryout duties as a cause of unsatisfactory or poor organizational productivity; Unconducive working environments as a cause of unsatisfactory or poor organizational productivity; Low motivational level of employees as a cause of unsatisfactory or poor organizational productivity; Limited or lack of funds as a cause of unsatisfactory or poor organizational productivity.

Consequences Associated with Performance Management System Deficiencies (Dependent variable)

There are several consequences of Performance Management System deficiencies. Poor productivity in a firm result in a number of draw backs. Associated outcomes of poor productivity as consequence of Performance Management System deficiency that were investigated include; extra costs, tarnished organization's image and reputation, failure to realize set targets, need for rework and customers who are unhappy and disappointed.

The study employed a 7-point Likert Scale to measure items under Effects or Associated outcomes of Poor Productivity as a dependent variable. The scale utilized ranged from strongly disagree which was rated 1 to strongly agree rated 7. By taking into account the discussed indicators, the study developed the following items to measure Effects or Associated outcomes of Poor Productivity as a dependent variable using a 7-point Likert Scale; The organization incurs extra costs as a result of low organizational productivity; The organization's image and reputation are tarnished as a result of low organizational productivity; There is failure to realize set targets as a result of low organizational productivity; There is a need for rework as a result

of low organizational productivity; Customers are unhappy and disappointed as a result of low organizational productivity.

Study Procedures and Ethical Assurance

Before the investigator administered the data collection tools, an approval was received from the UREC (research ethics committee). The approval had to go through two approval stages. The first approval was during the first stage of dissertation and the last was in the third dissertation stage. The assessment and confirmation by UREC research ethics committee involved an evaluation of ethical related issues that had to do with the study. According to Walker (2007), ethical principles and measures taken are important to guard against any form of unethical behavior or conduct that may transpire during the conduct of investigations. There is a code of conduct that is expected in every profession. Some call it the code of ethics for that particular profession. The researcher had the responsibility of securing that the dignity, privacy and rights of all respondents are protected during and after the research study. This formed up the expected code of ethics and an expected conduct from the researcher. The administration of data collection instruments was also dependent on an approval correspondence in the form of a confirmation letter from the Ministry of Local Government and Rural Development permanent secretary. It was therefore expected as per requirement that before the conduction of interviews and dispensation of questionnaires that the researcher present a permit from the Ministry of Local Government and Rural Development permanent secretary.

How confidentiality and or anonymity will be achieved.

Confidentiality and anonymity are two close concepts but different in the sense that anonymity is one mode of ensuring confidentiality (Wiles, Crow, Heath and Charles, 2008). Issues of confidentiality involve having an understanding between parties concerned about classified and privileged information shared which should not be shared by the receiver. Since the shared information will be at the disposal of the investigator, the agreement is that the data should be treated with confidence. All participants in a study are vulnerable. They share information with the investigator that leaves them exposed especially after sharing personal, sensitive and unpublished set of information with the investigator. In some cases, the bridging of the confidentiality agreement between the investigator and respondent, may lead to victimization or a loss which could be in the form of employment or promotional opportunities just to name a few. Researchers are expected to protect confidential information as one way of ensuring that the study has employed an ethical research approach. Participants should be assured that information they have willingly shared in confidence is managed and handled with discretion. Furthermore, the authors are of the opinion that to promise participants confidentiality simply communicates that what was deliberated on with participants will not be disclosed or shared without their consent (Qamar, 2018 Wiles et al. 2008). The expectation and conduct of a research study requires that anonymity and confidentiality being the main components of research ethics should be addressed in such a manner that complaisance with legal expectations regarding storage and use of personal information is guaranteed (Qamar, 2018). It is therefore important that before the capturing of data, the researcher discloses to potential respondents how information shared by them will be used. Anonymity is associated with building an environment

whereby there will be unknown name, unknown identity and unknown authorship (Wiles et al. 2008). Participants were assured that they will not be linked with information they have shared. Anything that can make them traceable and identifiable should be avoided at all cost. The idea was to capture information that was true and honest concerning the purpose of the study and its research objectives. Hence participants felt safe to openly share information and the researcher knew that such genuine data can only be shared by participants if they know that their identity will not be revealed. It was therefore important that confidentiality and anonymity are highly embraced in a study to achieve its intention.

To address issues of anonymity the researcher omitted identifiers such as names and job titles of respondents in both the questionnaire and interview instruments that we used to gather information in the study. As such the captured data could not be directly linked with any particular participant. Such a measure from the researcher protected all participants who had shared information in the study. The researcher also embraced confidentiality in the study by not divulging information obtained from participants. There are some instances in a study whereby the researcher may feel duty bound to break confidentiality if participants if they are exposed to some form of risk of harm or if they are participating in some of illegal practices that may result in a loss of life. As for this particular study, such cases did not occur due to the nature of the study hence the issue of confidentiality and anonymity was not compromised.

Steps followed in data collection

Step1: How the data was collected.

Total purposive sampling method was used in the study. All the management personnel at Gaborone City Council were expected to constitute the population of study as well as the desired sample size. In total records showed that there were 116 management personnel. Of the 116 only 15 were the top management and the rest were both middle and bottom management personnel. Hard copies of the questionnaire instrument were administered to middle and bottom management. Participants were given a few minutes to complete the questionnaire. The interview sessions which was carried out on the top management team and it took 10 to 15 minutes.

Step 2: When the data was collected

After the approval of the data collection tools on the 3rd of May 2023, the researcher immediately administered both the questionnaire and interview instruments. It was important that the data be collected before the 31st of July as stipulated in the permit from the Ministry of Local Government and Rural Development permanent secretary.

Step 3: Where the data collection took place

The data collection exercise was conducted at Gaborone City Council head offices and other Gaborone city council offices around the city of Gaborone. Most of the management personnel was stationed at Gaborone city council head offices. All interviews were conducted at Gaborone City Council head offices. As for the questionnaire, it was administered at Gaborone City Council head offices and other Gaborone city council offices around the city of Gaborone.

Step 4: How the collected data was stored

Storage of data is very important in a study. The expectation is that the collected data should be secured. If not protected, it may fall into the wrong hands. The collected data which was made up of completed questionnaires, recorded audios and notes from interviews was kept in a safe place that only the investigator had access to. With such an arrangement, the collected data was safe to be re-visited if there was a need or be analyzed at a later stage.

Ethical Assurance

David and Resnik (2020) and Greaney et al (2012) commonly defined ethics as principles, values and customs that provide guidance on acceptable conduct or behavior. Russel, Hogan and Junker-Kenny (2013) argued that research ethics are simply a set of guiding regulations and moral values that regulate conduct of people taking part in the study in terms of what is acceptable or not. There are behaviors that are morally not acceptable. As a consequence of the association between the researcher and respondents there is a working relationship that develops between the two parties. Such a relationship comes with ethical demands that should be adopted. There are boundaries which the investigator should respect because of ethical issues that surround information gathered as well as the process of gathering data from concerned participants. As far as research ethics are concerned, researchers are expected to demonstrate certain personal conduct and behavior as they interact with others in the course of the study as well as after the study is completed (Gibson, Benson and Brand, 2013). Research ethics are of great significance when addressing or dealing with human subjects because it is one way of establishing that the study appreciates participants' rights and protects them as well as the

captured data. The researcher is therefore expected to abide with principles of research ethics to make certain that an ethical approach is fulfilled when conducting the study. If there is any form of harm that participants in a study are subjected to or any possibility of risks arising in the course of the study, the researcher should find a way to eliminate or guard against such risks.

According to Stanford Encyclopedia of Philosophy (2019), the ethical principle of beneficence is concerned with regulations and motives which are committed to the benefitting of others through personal traits of mercy, welfare, generosity, sympathy and safety. Though the interest and focus of the researcher is on the study, it is of paramount significance that as a way of guaranteeing that the study is ethically conducted, there are moral obligations on how the participants and population studied are going to benefit from the research. The researcher had the welfare of participants as well as the entire population of Gaborone City Council at heart. At the end of the study, Gaborone city council as well the Ministry of local government and rural development are to benefit from findings and recommendations of the study.

It is important that before the research study commences there is thorough assessment of potential harms or risks on respondents by the researcher and his associates (Dooly, Moore and Vallejo, 2017). Respondents should feel safe and protected for them to willingly participate in the study. Some of the ethical issues that the researcher has addressed include; *informed consent, honesty with participants, integrity issues in research, physical harm to participants, psychological distress and discomfort, respect, an invasion of the participant's privacy, social disadvantage and right to withdraw from the study.*

Informed consent

It is of ethical significance that before the beginning of the data collection phase, the researcher asks for consent from participants. Qamar, (2018); Dooly, Moore, and Vallejo (2017) are of the view that respondents should be in a position to express legitimate and valid consent as long the researcher provides genuine and truthful information to potential participants. There should be a transparent communication with a clear research purpose, outlined benefits of the study and possible risks related with taking part in the research project, if the researcher is to encourage respondents to give their consent in being part of the study (Dooly, Moore and Vallejo, 2017). If respondents are made aware of what the information shared by them is going to be used for, they will give consent willingly without hesitation. An informed consent was sought by the investigator to verify that participants are willing to take part in the study. The researcher had no intention to deceive or trick respondents so as to attain their consent.

Honesty with participants

The researcher should be honest and transparent with participants. Participants should not be told false information just because the researcher's interest is in collecting data for the study. The idea should not be to trick participants into taking part in the study. The researcher was honest and transparent to the Ministry of local Government and Rural Development which Gaborone City Council falls under. For the purpose of being granted permission to conduct a study, the researcher had to share with Ministry of local Government and Rural Development the research aim, research objectives, how the data will be used and how the study will be carried out at Gaborone City Council.

Integrity issues in research

Issues of integrity are very important in a study. Researchers are expected to conduct their work with integrity in a manner that does not compromise the future of the study or the dignity of the researcher and how he or she is perceived by the community (Connolly, 2003). To embrace integrity in the research study, the researcher demonstrated high levels of morals and professionalism throughout his interaction and conduct of the study.

Physical harm to participants

Physical harm is the type of harm that results in injuries to participants because of hazards that they are prone to. To prevent such developments, participants should be provided with protective clothing and equipment. The study did not have any possibility of bringing or exposing participants to some form of physical harm. Hence it can be said that the study is safe from the risk of physical harm.

Psychological distress and discomfort

Psychological risks are often overlooked by researchers as they tend to focus more on physical risks. Though some studies may not pose any risk of physical harm, they may be intrusive and very distressing to the participant especially in cases of interviews which are in depth and very long. Participants should not be subjected to embarrassing or uncomfortable moments as they take part in the study. At times researchers get carried away and ask questions that cause discomfort to participants resulting in psychological distress. From the design of both

instruments being the questionnaire and interview, the researcher avoided questions that may lead to discomfort or that could cause some form of embarrassment to respondents.

Respect

Respect towards participants is a principle of research ethics that should always be demonstrated by the researcher at all times. The researcher is ethically expected to demonstrate and express respect to participants including decisions they make in the course of the study. There will not be any form of ill treatment towards respondents in the study. The researcher respected decisions made by respondents without hesitation or objection.

An invasion of the participant's privacy

It is of fundamental principle when addressing issues of research ethics that involve human subjects that participants be accorded privacy which is known to be a very important aspect of respect to human beings (Greaney et al. 2012). By abiding with ethical requirements and expectations the researcher avoided been perceived as someone who intruded into respondents' privacy. There were no personal questions that respondents were be asked by the researcher.

Social disadvantage

Human beings are social beings who live in a certain committee. Participants of the study should not be ill-treated by the society they belong to as a result of them taking part in the study. At the end of research study respondents should not be discriminated by their community. The

researcher should prevent any possibility of respondents been prejudiced by their community as a result of participating in the study. There was no form of social disadvantage to all participants who took part in the study. Participants were able to fit back into the community of Gaborone City Council without any discrimination. It is therefore of essence to the researcher to note that participants belong to a community of colleagues and already have working relationships with them. Hence participants have to continue with their usual working relations and activities after taking part in the study.

Right to withdraw from the study.

If participants for their own known reasons decide to pull back from the study, they should be allowed to do so. It is important to note that, regardless of the fact that respondents may have initially agreed to take part in the study by giving a formal consent, participants should be allowed withdraw from the study if they are distressed or unhappy. One of the main reasons why participants may pull back from the study is if they feel that they are not respected, or their rights are violated by the researcher. According to the Aerd Dissertation (2012) publication, participants should be offered an opportunity to withdraw from the study anytime during the course of the study without any form of resistance from the investigator. It is of pronounced importance to have respondents who are willingly taking part in the study. Such participants willingly create time to take part in the study and usually provide honest answers to asked question. The researcher did not deny any participant who wished to terminate their participation or involvement from the study because they were unhappy, uncomfortable or distressed by the proceedings of the study.

All in all, to minimize possible harms the researcher was open and honest with participants. The researcher assured participants that there was no harm of any sort to them if they took part in the study. Unicaf Research Ethics Committee has also performed their own assessment which includes ethical related issues evaluations and have approved that the researcher go ahead with the data collection exercise. The study did not have any form of harms or risks associated with it. It was just simple sharing of information exercise that will did not bring any possible harm to participants at a later stage.

Data Collection and Analysis

Intended data collection.

The researcher intends to gather data using questionnaires and interview research instruments. Questionnaires are to be completed by the middle and lower management personnel at Gaborone City Council. Records from the Human resources department reflect that there are 101 middle and lower management positions from the entire council. The interview instruments were only administered to the top management personnel. In total the top management was made up of 15 members. Since the researcher had adopted a total purposive sampling technique, every member of the management population was expected to be a participant in the study.

Both the questionnaire and interview instruments were used to gather primary data. Primary data is the original information that is gathered to address specific research goals, a specific research problem that the study intends to investigate and specific research questions to be answered (Hox and Boeije, 2005). The instruments to be used in the study were expected to capture new data that was going to add on to the already existing information about Gaborone

City Council. The aim of the research study was to explore the effectiveness of performance management system on productivity at Gaborone city council. Items of the research instruments assisted in gathering information that became handy in addressing research questions and objectives.

Research questions to addressed were as follows:

RQ1: How do barriers to effective performance management systems impact productivity at Gaborone City Council?

RQ2: How is productivity associated with the consequences of performance management system deficiencies at Gaborone City Council?

RQ3: What is the relationship between performance management system practices and productivity at Gaborone City Council?

RQ4: How can the performance management system at Gaborone City Council be improved?

The questionnaire was used to gather ordinal data through a likert-type scale that ranges from strongly disagree to strongly agree. The questionnaire was made up of 5 sections. By taking into account research questions, items of the questionnaire have been structured in a manner that the instrument captures data that is aligned to research questions of the study. Section B was used to gather information on the causes of poor productivity at Gaborone city council. Section C focused on gathering information on the effects of poor organizational productivity at Gaborone City Council. Section D captured information on how the performance management system affects organizational productivity at Gaborone City Council. The last section of the

questionnaire, which is Section E, gathered information on how performance management system at Gaborone city council can be improved.

The interview instrument which was administered to the top management personnel captured qualitative data. Just like the questionnaire, the interview was designed in a manner that it matched with research questions of the research project. It comprises of 5 parts. The first part of the instrument was to gather background information on the participant. Part 2 was questions directed towards gathering information on the possible causes of unsatisfactory organizational performance at Gaborone City Council. Part 3 was to collect information on the consequences of poor organizational productivity at Gaborone City Council. Part 4 was to ask questions that were aimed at establishing how the performance management system affects organizational productivity at Gaborone City Council. The last part of the instrument, which was part 5, was directed towards gathering information on how the performance management system at Gaborone city council can be improved.

How data will be analysed

The study has applied a mixed research approach. According to Leedy and Ormrod (2007), quantitative data that is obtained through the administration of a questionnaire, is analyzed using mathematical frameworks since it is numeric in nature. The collected data from the questionnaire instrument was processed with the SPSS data processing software. Based on applied Likert scale, section B to section E items were ranked as follows; strongly disagree was ranked 1, moderately disagree was 2, disagree was 3, neutral was 4, moderately agree was 5, agree was ranked 6 and strongly agree was ranked 7. Through the **SPSS Version 25.0** data

analysis, the study employed descriptive data analysis. Correlation analysis was used to measure the strength of relationship between variables. To test hypotheses, the study applied multiple linear regression model. The p -value was used to test the statistical significance of the variables in the model. The other important coefficient in the model that was used was the coefficient of determination (R^2) to appreciate the amount of variation that the model can explain.

The interview to be employed comprised of open-ended questions to be asked. It captured qualitative data. Qualitative data was known to rely on the understanding or deduction of the researcher as it demands several possible explanations and inferences (Alhojailan and Ibrahim, 2012). The researcher made use of thematic analysis to analyze the captured data. Thematic analysis is known to distinguish, arrange and give explanations on meaningful patterns derived from the data that is being interrogated (Braun & Clarke, 2006). The four (4) phases of a thematic data analysis process identified by Vaismoradi, Jones, Turunen and Snelgrove (2016) were adopted by the study.

Phase I- Initialization stage

The initialization phase involves transcribing of captured data, making notes and repeated reading of written notes so as to establish patterns of responses from participants that can be linked with specific quotations from the transcripts (Vaismoradi et al. 2016). The researcher thoroughly went through each recorded audio and its corresponding written script of every interview session conducted. Key points communicated by the interviewee were deduced. There is need for a researcher to read transcripts several times, eventually the researcher will arrive at an overall comprehension of data as well as how it relates to the main aspects of the construct

being investigated in the study. Coding or searching for ideas or messages as well as the writing of notes on the presumed message from the researcher's point of view, paved way for the next phase of the thematic analysis process.

Phase 2- Construction stage

The construction phase of the thematic analysis process involves organizing codes and comparing them on the basis of their differences and similarities in order to classify them in groups of codes that address research questions (Vaismoradi et al. 2016). The researcher grouped codes in terms of similarities and label each cluster. There was categorizing, comparing, translating, simplification, clarification and defining of codes as they were labeled by the researcher. By so doing the researcher developed themes.

Phase 3- Rectification stage

According to Vaismoradi et al. (2016), the rectification stage involves reviewing and confirmation of the already designed themes in order to be certain that they are correctly developed. The researcher distanced himself from the data for some time. At a later stage the researcher revisited the data to reduce subjectivity, insufficient data analysis or early drawing of conclusions which may turn out to be wrong. According to Vaismoradi et al. (2016), such an exercise assists the researcher to relate themes to theoretical models so as to come up the research study's storyline.

Phase 4- Finalization stage

Phase 4 is the finalizing stage that involves developing a story as a written interpretation that describes and links several themes to provide solutions to research questions (Vaismoradi et al. 2016). It is supposed to provide a holistic perspective of the research phenomenon. It is also key that the investigator draws a logical and convincing storyline based on the whole data than a portion of the data (Birks, Chapman and Francis, 2008). The investigator linked the formulated storyline to literature on which themes were generated. This demonstrated how the research phenomenon was developed, therefore creating a convincing interpretation of the study phenomenon.

Summary

The chapter has provided a comprehensive explanation of the research methodology to be applied in the study. Research methodology has been described as the comprehensive approach that the investigator employs as he or she conducts the research study (Williams, 2007; Leedy and Ormrod, 2001). Quantitative, qualitative and mixed methods are the three main research methods. Based on the type data that the researcher expects to gather in response to research questions, the researcher is expected to choose the appropriate method (Williams, 2007). At the end of the study, the research problem has to be adequately addressed and research questions answered. According to Patten (2017), research methods are simply construction blocks. They explain how systematic knowledge will be developed in the study. Research methods provide details of the overall processes and techniques to be employed in the conduction of the study. Hence the researcher has the responsibility to select the best research methodology

to fulfill research objectives of the study. A comprehensive rationale on the research approach and design has been shared, followed by the population and sample of the research study. Thirdly the author described the materials or instrumentation of research tools to be used in the capturing of data. Fourthly, an overview of the operational definition of variables was provided followed by a discussion on study procedures and ethical assurances. Lastly the chapter has described the intended data collection and analysis techniques to be applied.

It has been communicated in the chapter that the researcher applied both quantitative and qualitative research approaches to evaluate how performance management system used at Gaborone City Council impact the organizational productivity within the organization. After a thorough assessment and consideration of the purpose of the study, to attain a comprehensive and balanced investigation from a variety of perspectives on the construct being investigated, the research has employed a qualitative research approach that makes use of more than one data collection instrument. The study has adopted both the questionnaire and interview instruments to carry out the qualitative research approach. As such, the research study explored possible avenues of addressing the investigated phenomena through the use of the adopted qualitative research approach. The quantitative approach is known to be objective and systematic, hence generalizations are justified (Queirós et al., 2017). A qualitative research study provides the investigator with an opportunity to find out or discover more on the phenomenon being investigated especially in cases whereby there is very little information on the matter of interest (Antwi and Hamza ,2015). The qualitative research approach is focused on the understanding and explanations of reality issues that cannot be quantified (Creswell and Poth, 2017). To adequately address research questions to the researcher's expectations, a case study research

design was applied in the study. An explanation on how the research design adopted has been given. The explanation consolidate various stages of the research study to achieve the aim of the research study has been provided.

The population of interest and sample has been described in terms of its size and its key traits. Gaborone City Council management makes the population of interest because they have the responsibility and authority to ensure that the adopted performance management system is correctly executed in departments and units which are under their supervisory. The study has employed total purposive sampling technique whereby all the 116 members of the management staff were expected to take part in the study as participants. Total purposive sampling involves selecting the whole population of study as the sample because the population has particular characteristics which are of interest to the investigator (Rai and Thapa, 2015). Respondents who were all managers were expected to provide information which is valuable in terms of addressing the research objectives. Organizational leaders who happen to be managers therefore play a huge role as far as the success and mandate of the organizational performance management system are concerned. It is on such a basis that managers were regarded as the target population.

Materials or instrumentation of research which were used in the study have been discussed in the chapter. The researcher administered both a questionnaire and an interview to the management personnel of Gaborone City Council. According to Pandey and Pandey (2021), the researcher has the authority, control and liability to choose the data collection instrument that will capture relevant data required in the study. The researcher has explained how relevant and appropriate the instruments to the research study are. It is important as research instruments are designed that there is thorough consideration of how the captured data from the instruments will

be interpreted and analyzed. Since the study has employed total purposive sampling, all members of the management staff, which are 116 in total according to Gaborone city council records from the human resources department were expected to be respondents. Interviews were only administered to the top management members of staff. The middle and low management completed a questionnaire instrument. It has been explained in the chapter how reliability and validity issues of the research instruments have been addressed. Validity is known to be the extent to which an instrument measures what it is meant to measure (Mohajan, 2017). On the other hand, reliability is defined by Lakshmi and Mohideen (2013) as the extent to which the research tool used is able to repeatedly produce measurements of a construct which are free from errors with consistency. Validity and reliability in a study reduces bias from the researcher and reflects transparency in the study (Taherdoost, 2016).

The researcher had the primary duty of securing that the dignity, privacy and rights of all participants are protected during and after the research study. This formed up the expected code of ethics and an expected conduct from the researcher. The administration of data collection instruments was also dependent on an approval correspondence from the Ministry of Local Government and Rural Development permanent secretary. It was therefore expected as per requirement that before the conduction of interviews and dispensation of questionnaires, the researcher present a permit from Ministry of Local Government and Rural Development permanent secretary.

Research study procedures and ethical assurances have also been discussed in the chapter. The researcher has the duty and obligation of guaranteeing that participants' rights, dignity and privacy are embraced at all times in the course of the study as well as after.

Confidentiality concerning classified and privy information shared between parties has to be treated with the necessary attention at all times. The shared information which is at the disposal of the researcher should be treated with confidence as agreed through the confidentiality agreement. Respondents in the study should be assured that information they have voluntarily shared in confidence is managed and handled with delicacy. According to Qamar (2018), anonymity and confidentiality are key issues of research ethics which ought to be treated in such a way that there is concurrence with legal requirements concerning the storage and use of personal information. To address matters concerning anonymity of participants, it has been discussed in the chapter that the researcher omitted identifiers such as names and job titles so that the gathered information is not traced or linked to any particular respondent that took part in the study. Research ethics are very important especially when dealing with human subjects, hence respondent's rights have to be embraced so as to protect them. Some of the ethical issues that have been discussed in the chapter include; *informed consent, honesty with participants, integrity issues in research, physical harm to participants, psychological distress and discomfort, respect, an invasion of the participant's privacy, social disadvantage and right to withdraw from the study.*

Data collection and analysis techniques were applied have been explained in detail. It has also been discussed in the chapter that both the questionnaire and interview instruments were used to gather primary data. Research instruments were expected to gather new data to supplement or add to existing data about Gaborone City Council. The information collected was original as it has not been captured before and it was capturing information that addressed research questions and objectives of the study. It has been discussed in the chapter that the

questionnaire instrument employed a Likert-type scale that ranges from strongly disagree to strongly agree to gather ordinal data. There was a total of five sections in the questionnaire instrument. Section B addressed the causes of poor organizational productivity. Section C focused on collecting data that addressed the effects of poor organizational productivity as far as Gaborone City Council was concerned. Section D addressed information on how the performance management system used at Gaborone City Council affects organizational productivity. Section E gathered information on how the performance management system at Gaborone city council can be improved. The study has employed a mixed research approach that makes use of both questionnaire and interview research instruments. The information captured with the interview instrument was from open ended questions as discussed in the chapter. Just like in the case of a questionnaire instrument, the interview was aligned to research questions of the research study. It has been discussed in the chapter that it was made up of five parts. The first component presented background information on respondents. The second captured information on causes of poor productivity at Gaborone City Council. The third was information on the consequences of poor organizational productivity. The fourth section was questions on how the performance management system affects organizational productivity. The fifth part of the interview instrument was questions on how the performance management system at Gaborone city council can be improved. It has also been explained that the analysis of data from the questionnaire instrument was through the SPSS data processing software. As for the data captured with the interview instrument, the qualitative data from the open-ended questions was used the thematic analysis approach.

The chapter has provided a detailed description on how the researcher carried the quantitative and qualitative research study in a manner that the research questions were addressed adequately. The ultimate goal was that, through the adopted research methodology, research questions and objectives should be adequately addressed.

CHAPTER FOUR

DISCUSSION OF RESEARCH FINDINGS

Introduction

The purpose of the study was to find out the effect of performance management systems on productivity in the case of Gaborone City Council within the Local government of Botswana government. A performance management system relies on an arrangement whereby there are coordinated initiatives made in a manner that ensures that the organization's strategic goals are realized (Santi and Rahim, 2021). The mixed methods approach employed has provided a well-balanced investigation by capturing both qualitative and quantitative research data. Productivity within any institute is known to be influenced by the performance management system that has been employed. The study intended to determine the extent to which the performance management system that is currently used by all councils in the local government impacts productivity in the case study of Gaborone City council. With a performance management system in place, the expectation is that management should be able to convert strategic objectives of the entity into individual objectives that are clearly defined with specific performance targets. Organizational productivity is critical in the survival of every company. A performance management system that is effectively implemented yields a desirable influence on the staff performance that result in the organization's success since there is a reciprocal association between productivity and the performance management system (Kibichi, Kiptim and Chege, 2016). According to Sisa and Naidoo 2017), since the commencement of performance management systems in the public sector, productivity is yet to reach desired or acceptable

standards of performance within the government of Botswana. In addition, Tshukudu (2020) also pointed out that over years it has been a concern that the quality of service delivery has been unsatisfactory and as such Botswana is losing its competitive edge in global markets. Hence the motive of the research study was to establish to what degree is the performance management system used in Gaborone city council affecting its productivity as an organization.

The chapter started with discussing the trustworthiness of the data. Trustworthiness of data captured and used in the study was discussed from the perspective of credibility, dependability, confirmability and transferability. The procedures followed by the researcher to ensure that there is credibility were discussed in this chapter. Credibility is usually associated with how truthful and convincing the research findings are (Cypress, (2017)). It is therefore important that credibility issues are addressed starting with sampling, the data collection tool used, the analysis and findings. Dependability on the trustworthiness of the data was also discussed adequately in this chapter. Since dependability is closely related to consistency and reliability, the researcher has explained how research results are expected to be trustworthy. To address conformability, it was explained how research findings may be verified to proof their trustworthiness. It is important that when interpretations and inferences are made from data collected, the study's research objectives are adequately addressed. Transferability from the perspective of how research findings are applicable to other studies is also discussed in the chapter.

This chapter has presented and discussed results of the study based on the data collected through a questionnaire of pre-coded questions from Gaborone City Council employees who were in middle and lower management. Descriptive statistics have been employed in the analysis

of the captured data. Histograms, pie charts and bar charts have been presented in a picture format. Analysis using SPSS Version 25.0 was performed on the data captured through a Likert scale. The researcher has also explained in the chapter how reliability and validity of results was ensured for the sake of credibility in the study. The collected data is believed to be valid in addressing the purpose and overall aim of the investigation. It has been explained how consistency of result findings was attained so as address the reliability aspect of results. The Cronbach's alpha reliability coefficient has also been calculated to determine the internal consistency of the questionnaire items.

Information on the demographic characteristics of the participants has been presented in this chapter. In addition, a presentation on analysis based on research objectives, research questions and supporting hypothesis has been made. The analysis also included correlation analysis and hypothesis testing using the multiple linear regression model.

The study's research objectives used to guide the analysis in the chapter were as follows:

Objective 1: To establish the impact of barriers to effective performance management system on organizational productivity at Gaborone city council.

Objective 2: To investigate how productivity is associated with the consequences of performance management system deficiencies at Gaborone City Council?

Objective 3: To assess the relationship between performance management system practices and productivity at Gaborone City Council?

Objective 4: To evaluate how performance management system can be improved at Gaborone city council

Research Objective 1: To establish the impact of barriers to effective performance management system on organizational productivity at Gaborone city council.

Research Question 1: How do barriers to effective performance management systems impact productivity at Gaborone City Council?

H1_a: There is a significant relationship between Barriers to effective performance management systems and poor organizational productivity.

H1₀: There is No significant relationship between Barriers to effective performance management systems and poor organizational productivity.

H1.1_a: There is a **positive significant relationship** between lack of managerial support and poor organizational productivity.

H1.1₀: There is no **positive significant relationship** between lack of managerial support and poor organizational productivity

H1.2_a: There is a **positive significant relationship** between lack of vital skills and poor organizational productivity.

H1.2₀: There is No **positive significant relationship** between Barriers to effective performance management systems and poor organizational productivity.

H1.3_a: There is a **positive significant relationship** between unconducive work environments and poor organizational productivity.

H1.3₀: There is No **positive significant relationship** between unconducive work environments and poor organizational productivity.

H1.4_a: There is a **positive significant relationship** between low motivational level of employees and poor organizational productivity.

H1.4₀: There is No **positive significant relationship** between low motivational level of employees and poor organizational productivity

H1.5_a: There is a **positive significant relationship** between limited funds and poor organizational productivity.

H1.5₀: There is No **positive significant relationship** between limited funds and poor organizational productivity.

Research Objective 2: To investigate how productivity is associated with the consequences of performance management system deficiencies at Gaborone City Council?

Research Question 2: How is productivity associated with the consequences of performance management system deficiencies at Gaborone City Council?

H2_a: There is a significant relationship between poor organizational productivity at Gaborone City Council and the consequences of performance management system deficiencies.

H2₀ : There is No significant relationship between poor organizational productivity at Gaborone City Council and the consequences of performance management system deficiencies

H2.1_a: There is a positive significant relationship between poor organizational productivity and extra costs incurred

H2.1₀: There is No positive significant relationship between poor organizational productivity and extra costs incurred

H2.2_a: There is a positive significant relationship between poor organizational productivity and tarnished organization's image and reputation.

H2.2₀: There is No positive significant relationship between poor organizational productivity and tarnished organization's image and reputation.

H2.3_a: There is a positive significant relationship between poor organizational productivity and failure to realize set targets.

H2.3₀: There is No positive significant relationship between poor organizational productivity and failure to realize set targets.

H2.4_a: There is a positive significant relationship between poor organizational productivity and need for rework.

H2.4₀: There is No positive significant relationship between poor organizational productivity and need for rework.

H2.5_a: There is a positive significant relationship between poor organizational productivity and customers who are unhappy and disappointed.

H2.5₀: There is No positive significant relationship between poor organizational productivity and customers who are unhappy and disappointed

Research Objective 3: To assess the relationship between performance management system practices and productivity at Gaborone City Council?

Research Question 3: What is the relationship between performance management system practices and productivity at Gaborone City Council?

H3_a: There is a significant relationship between performance management system practices and organizational productivity at Gaborone City. Council.

H3₀: There is No significant relationship between performance management system practices and organizational productivity at Gaborone City. Council.

H3.1_a: There is a **positive significant relationship** between awareness by employees of what is expected from them and organizational productivity.

H3.1₀: There is No **positive significant relationship** between awareness by employees of what is expected from them and organizational productivity.

H3.2_a: There is a **positive significant relationship** between coaching and mentoring of employees and organizational productivity.

H3.2₀: There is No **positive significant relationship** between coaching and mentoring of employees and organizational productivity.

H3.3_a: There is a **positive significant relationship** between training and development of employees and organizational productivity.

H3.3₀: There is No **positive significant relationship** between training and development of employees and organizational productivity

H3.4_a: There is a **positive significant relationship** between improved communication and coordination in the organization and organizational productivity.

H3.4₀: There is No **positive significant relationship** between improved communication and coordination in the organization and organizational productivity.

H3.5_a: There is a **positive significant relationship** between trustworthy and reliable performance measurement instruments and organizational productivity

H3.5₀: There is No **positive significant relationship** between trustworthy and reliable performance measurement instruments and organizational productivity

H3.6_a: There is a **positive significant relationship** between strategic alignment of company goals to those of employees and organizational productivity.

H3.6₀: There is No **positive significant relationship** between strategic alignment of company goals to those of employees and organizational productivity.

H3.7_a: There is a **positive significant relationship** between performance measures which are easily understood and organizational productivity

H3.7₀: There is No **positive significant relationship** between performance measures which are easily understood and organizational productivity

H3.8_a: There is a **positive significant relationship** between regular performance reviews and feedback and organizational productivity.

H3.8₀: There is No **positive significant relationship** between regular performance reviews and feedback and organizational productivity.

H3.9_a: There is a **positive significant relationship** between collaboration or teamwork and organizational productivity.

H3.9₀: There is No **positive significant relationship** between collaboration or teamwork and organizational productivity.

H3.10_a: There is a **positive significant relationship** between trust within supervisor and supervisee and organizational productivity.

H3.10₀: There is No **positive significant relationship** between trust within supervisor and supervisee and organizational productivity

Research Objective 4: To evaluate how performance management can be improved at Gaborone city council.

Research Question 4: How performance management system at Gaborone City Council can be improved?

The chapter has also discussed how the thematic data analysis method was applied in the study to analyze the qualitative data captured followed by an evaluation of research findings. Lastly conclusions on the chapter was made.

Trustworthiness of Data

Trustworthiness of data is the extent to which the researcher has certainty and trust in the used data including its interpretation with the impression that it can be used repeatedly with confidence (Connelly, 2016). It is very important in a given study that the researcher follows necessary procedures for the study to be regarded worthy or valuable in a given particular field. By the nature of the study, there are often issues of uncertainty, risks and trust. It is therefore

critical that the captured data can demonstrate a high level of trustworthiness so that readers have confidence and trust in the data as well as the conclusions and recommendations drawn from it. The researcher has secured the trustworthiness of the data captured and used in the study from the perspective of credibility, dependability, confirmability and transferability.

Credibility

The researcher employed a mixed research approach which involved the use of both a questionnaire instrument to gather quantitative data and the use of an interview instrument to gather qualitative data. Necessary procedures were employed by the researcher to ensure that there is credibility as far as the trustworthiness is concerned. Credibility, which is very important in a study is all about having conviction in the truth or honesty of the study including its findings (Nyathi, 2018). According to Cypress, (2017), credibility's major role is to establish if findings of the study reflect plausible information from respondents and that correct understandings and interpretations are made from the gathered data.

The manner in which data is collected also makes the credibility of a study questionable. Data has to be collected in a fashion that captures a true reflection of the phenomenon being investigated (Schmidt, 2017). Furthermore, Schmidt (2017) continued to say that even the manner in which the data is analyzed says a lot about the credibility of research findings. The researcher employed a questionnaire to gather quantitative data and an interview instrument to obtain qualitative data. With the used questionnaire, ordinal data through a likert-type scale that ranged from strongly disagree to strongly agree was gathered. The data gathered was aligned with research questions of the study. Hence the gathered data from the instrument was

meaningful and credible given its objectivity. As for the interview instrument, it provided in depth information on the construct of interest because the investigator was able to ask in depth questions. This improved the quality of data captured by the instrument.

Sample size plays a critical part in the credibility of a study. If the sample size is too small relative to the population it is derived from, the credibility of the study is compromised (Bolarinwa, 2020). Conclusions and findings drawn from such samples are questionable as the sample may not be a true reflection of the population. The sample size should be big enough to reflect all the characteristics of the population being investigated. Due to the fact that the population was small, the researcher employed a total purposive sampling method. This improved the credibility of the research data. Extrapolations made using such data acceptable and trustworthy.

Dependability

Dependability of research data is about consistency and reliability of inferences drawn and the extent to which research methodology has been detailed for others to be able to follow the research process with ease, as well as review and evaluate the research procedures (Moon et al. 2016). If the research procedure is repeated, research findings are expected to be identical under the same context for the study to be regarded as a trustworthy one. To ensure dependability the researcher documented the research procedure outlining all key points so that the study is duplicatable if conducted under a similar setting by the investigator or other researchers. According to Stahl and King (2020), in a qualitative study there will always be an element of

bias that arises in the interpretive process especially during the separation of observations, assumptions and interpretations. After going through field notes and recorded interviews individually, the researcher went through the qualitative material again with peers from related fields of performance management to appreciate their firsthand interpretations. Such an activity helped in managing bias and previous assumptions of the researcher.

Confirmability

Korstjens and Moser (2018) are of the view that confirmability is all about the degree to which research results may also be verified by other investigators. The main purpose is to determine if drawn interpretations and conclusions are strictly from the data used in the study and not from the researcher's personal thoughts and interests. According to Stahl and King (2020), issues of confirmability in qualitative research are concerned with managing and limiting contamination or too much involvement of the investigator in the construct being studied. The researcher solely used the collected information to address research questions and hypotheses of the study without any bias or external motivation. Conclusions made were within the limits of the data. The findings of the study can be repeated and confirmed by other researchers. Performance management systems are a common managerial tool that are used by the Botswana government to manage organizational productivity, hence it is important for other researchers carrying related studies to confirm if our findings are also applicable in their own settings.

Transferability

According to Moon et al.(2016) as cited by Licoln and Guba(1985), transferability is regarded as a form of external validity that is interested with the degree to which resolutions, findings or inferences made from one study are helpful in terms of practice, theory or concept to upcoming studies. Moon et al. (2016) further pointed out that it is very important when dealing with issues of transferability to understand the degree to which research results may or may not be applicable to other studies. Thus, there is a need for a thorough description that gives a detailed explanation of the contextual data, terms or requirements of the field of study in which findings are applicable to other contexts (Stahl and King, 2020). The study aims at making generalizations on how the performance management system employed at Gaborone city council affects other councils' organizational productivity. All councils in Botswana apply an unvaried performance management system as instructed by the Ministry of Local government and lands. The terms and contexts under which the findings from the study may be applicable to other councils are clear.

Validity and Reliability of Data

Reliability and validity of results is very important in promoting the credibility of research findings. With the use of a mixed methods approach, the researcher was able to guard against limitations of one method over the other one. The subjectivity from the qualitative part of the study was minimized by the objectivity from the quantitative aspect of the study. According to Queirós et al (2017), quantitative research is known to be systematic and objective in providing credible data findings. With such an arrangement, the credibility of the study was uplifted.

According to Taherdoost (2016) as cited in Ghauri and Gronhaug (2005), the validity of data is to what extent the data addresses the authentic area of the study. The collected data was strictly on issues pertaining to the performance management system at Gaborone city council and how they relate to organizational productivity at the council. This made the collected data valid in addressing the overall purpose of the study.

As for reliability of data, Taherdoost (2016)'s experience as cited by Carmines and Zeller (1979), highlighted that it is about the degree to which the data quantifies the situation such that it is coherent and consistent with findings. Reliable data can be used repeatedly and be able to yield consistent results. Collected data at Gaborone city council is reliable as it can be used by other government institutes, especially councils because they use the same performance management system.

The Cronbach's alpha reliability

The use of Cronbach's alpha reliability is to test the degree to which the instrument (survey tool) achieves what it purports to measure. In a survey, the survey tool is considered reliable if it consistently assigns the same scores to individuals or objects with equal values.

Table 3

Cronbach's alpha

Reliability Statistics	
Cronbach's Alpha	N of Items
0.761	20

Note: The Cronbach's alpha test for each variable is on **APPENDIX A: OUTPUT**

The Cronbach's alpha reliability coefficient ranges between 0 and 1. When the value of coefficient is close to 1.0, it reflects greater internal consistency of the items in the scale. The results show that the value of Cronbach's alpha coefficient is 0.761 for the internal consistency. The closer Cronbach's alpha coefficient is to the value or figure of 1.0, the greater the internal consistency (or reliability) of the items in the scale. It is worth appreciating and understanding that the reliability of the data collection tool is closely linked to its validity. An instrument cannot be regarded as valid tool unless it is reliable.

Rule of the thumb on interpreting Cronbach's alpha values:

“ $\alpha > 0.9$: – Excellent; $\alpha > 0.8$: – Good; $\alpha > 0.7$: – Acceptable; $\alpha > 0.6$: – Questionable; $\alpha > 0.5$: – Poor, and $\alpha < 0.5$: – Unacceptable”.

It can therefore be said that the research tool used to capture primary data for the study is reliable as observed by the Cronbach's alpha value of 0.761. This is a good indication that the questions are robust and are expected to address the objectives well.

Results of findings

This section provides a presentation of results without providing any discussion in terms of interpretations and speculation. Descriptive statistics performed in this section would be means, totals, and standard deviations, minimum and maximum. The presentation is in pictorial forms such, histograms, bar charts and pie charts. Following the Likert scale concept as explained in Chapter 3 under methodology, the personal information questions provide in-depth analysis carried out in the structured responses. The importance of using the Likert scale in questionnaires plays a critical role especially in the use of SPSS in data processing. The data

processing entails data editing, entering and running of all expected and desired analysis to address research objectives and questions.

Descriptive Statistics

In terms of the Min and Max in Table 4, there is little to say because of the grouping in coding of some items in the age. The standard deviation values are low to indicate less variability within the data that guarantees the reliability of the study results.

The Coefficient of variation (CoV) in the descriptive statistics is the ratio of the standard deviation towards the mean. The observed pattern from the data shows that the variability is almost persistent when compared to the mean.

Table 4

Descriptive statistics

Variables	N	Min	Max	Mean	Std. Deviation	Coefficient of Variation
Age Group	74	3	5	4.08	0.517	0.127
Education level	74	1	5	3.93	0.689	0.175
Marital status	74	1	5	1.69	0.81	0.479
Years of experience	74	4	5	4.97	0.163	0.033

Response Rate

The study employed a total purposive sampling technique, as alluded to in Chapter 3. A total of 116 management personnel according to Gaborone City Council (GCC) records, were all expected to participate in the survey. This was composed of two types of data collection instruments in which 74 out 101 of the sample did self-administration of the questionnaires and successfully completed them. This constituted 73% as the response rate. Interviews were only

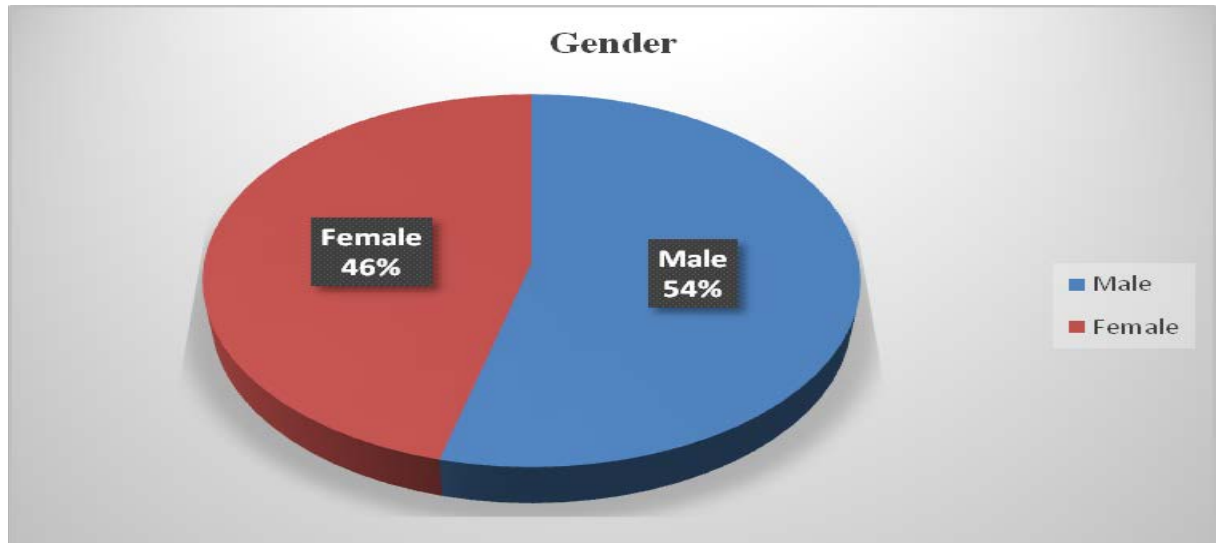
administered to the top management members who were 15 in total. Out of the 15 top managers only 9 were interviewed, making a response rate of 60%. The two instruments were separate and distinct and were treated as such. At the end of the analysis, the results from these two approaches were triangulated.

Personal Information Analysis

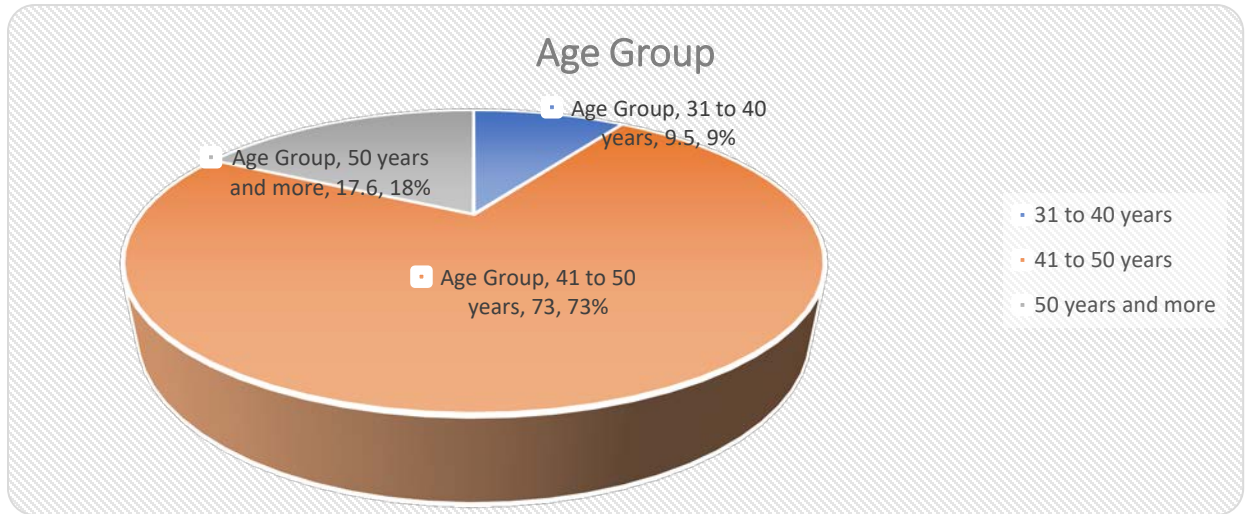
This section displays the information showing demographic characteristics of the participants on the survey. It gives an indication on the type of respondents the researcher is dealing with.

Gender of respondents

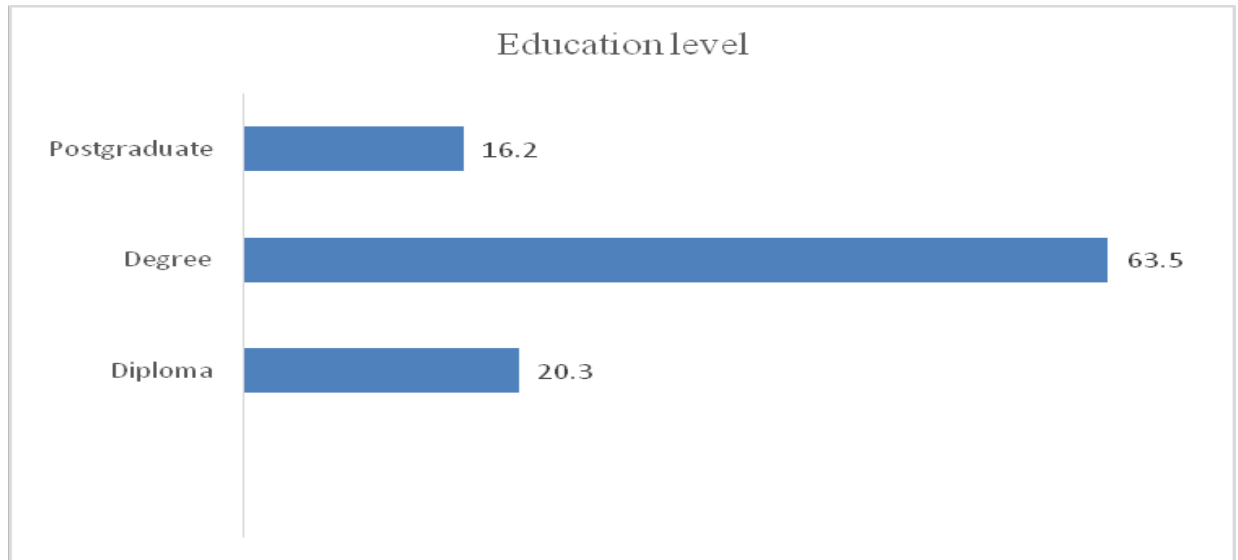
Figure 5 depicts that from the 74 respondents who completed filling their questionnaires, 54% are male and the remainder of 46% are their female counterparts.

Figure 5*Gender of respondents****Distribution of respondents by Age groups***

With regard to the staff establishment for the GCC management age distribution, their ages range from 31 to 50 years and over. Results show that 73% of the GCC employees are predominantly in the 41 to 50 years age range. This is followed by 18% of those in the age-group of more than 50 years. The last group are those with ages ranging from 31 to 40 years at 9%.

Figure 6*Age group of respondents****Education level of respondents***

According to Figure 7, the majority of the employees at 63.5% have graduated with their first degree, followed by 20.3% for those with a Diploma. Those who underwent training for postgraduate studies constitutes 16.2% of the sample.

Figure 7*Education level of respondents***Marital status of respondents**

The results show that the employees of Gaborone City Council who participated in the study, the majority of them are married at 46.8%. Participants who indicated to be single made away with 44.6%, a number which is almost at par with those who reported to be married. At 5.4 % are the widowed. The last group are the divorced or separated at 3.2%.

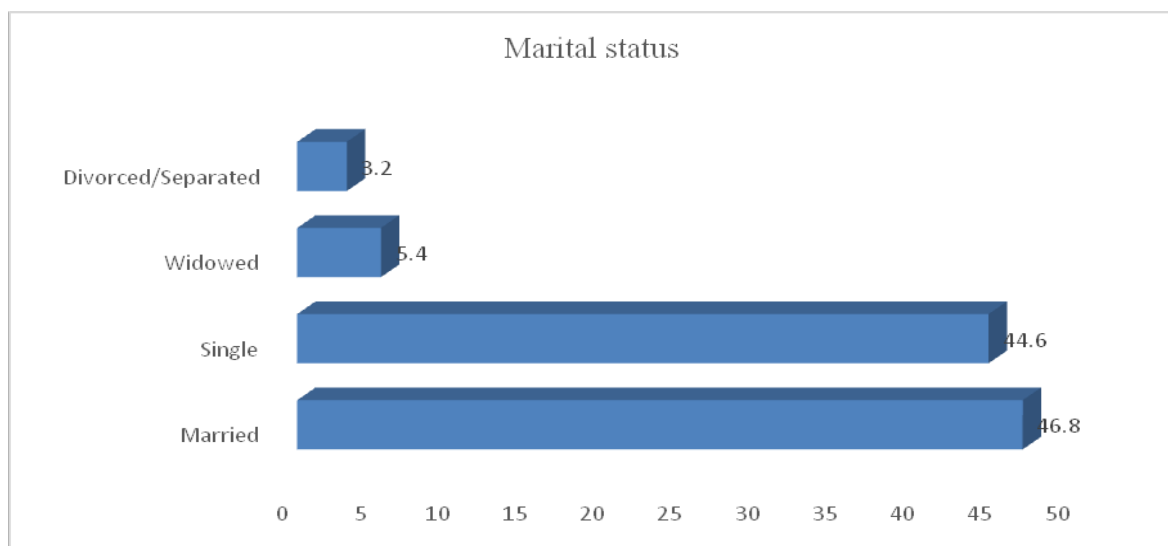
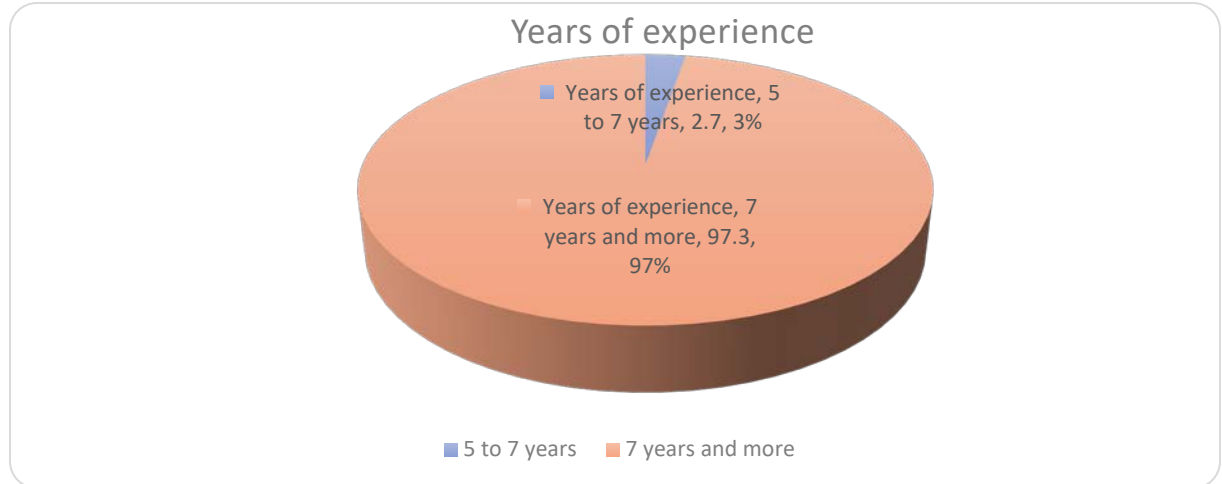
Figure 8*Marital status of the respondents*

Figure 9*Years of experience*

Results in Figure 9 indicate that 97% of respondents have worked at Gaborone City Council for over 7 years, with the remainder of 3% representing the workers with 5 to 7 years of experience.

Results presentation on Research objectives and Hypothesis

The study's research objectives were as follows:

Objective 1: To establish the impact of barriers to effective performance management system on organizational productivity at Gaborone city council.

Objective 2: To investigate productivity is associated with the consequences of performance management system deficiencies at Gaborone City Council?

Objective 3: To assess the relationship between performance management system practices and productivity at Gaborone City Council?

Objective 4: To evaluate how performance management system can be improved at Gaborone city council.

The study's Research Questions were as follows:

RQ1: How do barriers to effective performance management systems impact organizational productivity at Gaborone City Council?

RQ2: How is productivity associated with the consequences of performance management system deficiencies at Gaborone City Council?

RQ3: What is the relationship between performance management system practices and productivity at Gaborone City Council?

RQ4: How can the performance management system at Gaborone City Council be improved?

In the data processing, the coding of the main variables has implored the use of a Likert type Scale. It makes most analysis easy on SPSS. The legend for the Likert scale used has been defined as: 1 = Strongly Disagree (SD), 2 = Moderately Disagree (MD), 3= Disagree (D), 4= Neutral (N), 5= Agree (A), 6 = Moderately Agree (MA); & 7= Strongly Agree (SA). These are the variables that the researcher has decided upon to address the objectives of the study.

Karl Pearson Correlation (r)

Pearson's Correlation Coefficient(r) was implored to measure of the strength of relationship between two or more variables. It is also meant to measure the linear relationship between the variables that are aligned to the objectives as well as the hypotheses that the researcher has chosen. The criteria for explaining the correlation analysis in which the variables could be related are such that; if (r) lies between -1 and +1. A coefficient of +1 indicates that the two variables are perfectly positively correlated. Conversely, a coefficient of -1 indicates a perfect negative relationship, and a coefficient of 0 indicates no linear relationship.

Rule of thumb: Correlation coefficient is a measure of the size of an effect ± 0.1 represent a small effect, ± 0.3 is a medium effect and ± 0.5 is a large effect.

The variables to be looked at with factors that are influencing them under Pearson Correlation Analysis are as follows:

Factors of poor organizational productivity in Gaborone City Council.

Associated outcomes of low organizational productivity in Gaborone City Council.

How Performance Management System associated with organizational productivity at Gaborone City Council.

How Performance Management System can be improved.

Research Objective 1, Research Question 1, hypothesis

Research Objective 1: To establish the impact of barriers to effective performance management system on organizational productivity at Gaborone city council.

Research Question 1: How do barriers to effective performance management systems impact productivity at Gaborone City Council?

H_{1a}: There is a significant relationship between Barriers to effective performance management systems and poor organizational productivity.

H₁₀: There is No significant relationship between Barriers to effective performance management systems and poor organizational productivity.

H1.1_a: There is a **positive significant relationship** between lack of managerial support and poor organizational productivity.

H1.1₀: There is no **positive significant relationship** between lack of managerial support and poor organizational productivity

H1.2_a: There is a **positive significant relationship** between lack of vital skills and poor organizational productivity.

H1.2₀: There is No positive significant relationship between Barriers to effective performance management systems and poor organizational productivity.

H1.3_a: There is a **positive significant relationship** between unconducive work environments and poor organizational productivity.

H1.3₀: There is No **positive significant relationship** between unconducive work environments and poor organizational productivity.

H1.4_a: There is a **positive significant relationship** between low motivational level of employees and poor organizational productivity.

H1.4₀: There is No **positive significant relationship** between low motivational level of employees and poor organizational productivity

H1.5_a: There is a **positive significant relationship** between limited funds and poor organizational productivity.

H1.5₀: There is No **positive significant relationship** between limited funds and poor organizational productivity.

Barriers to effective Performance Management System on organizational productivity (Causes of poor organizational productivity)

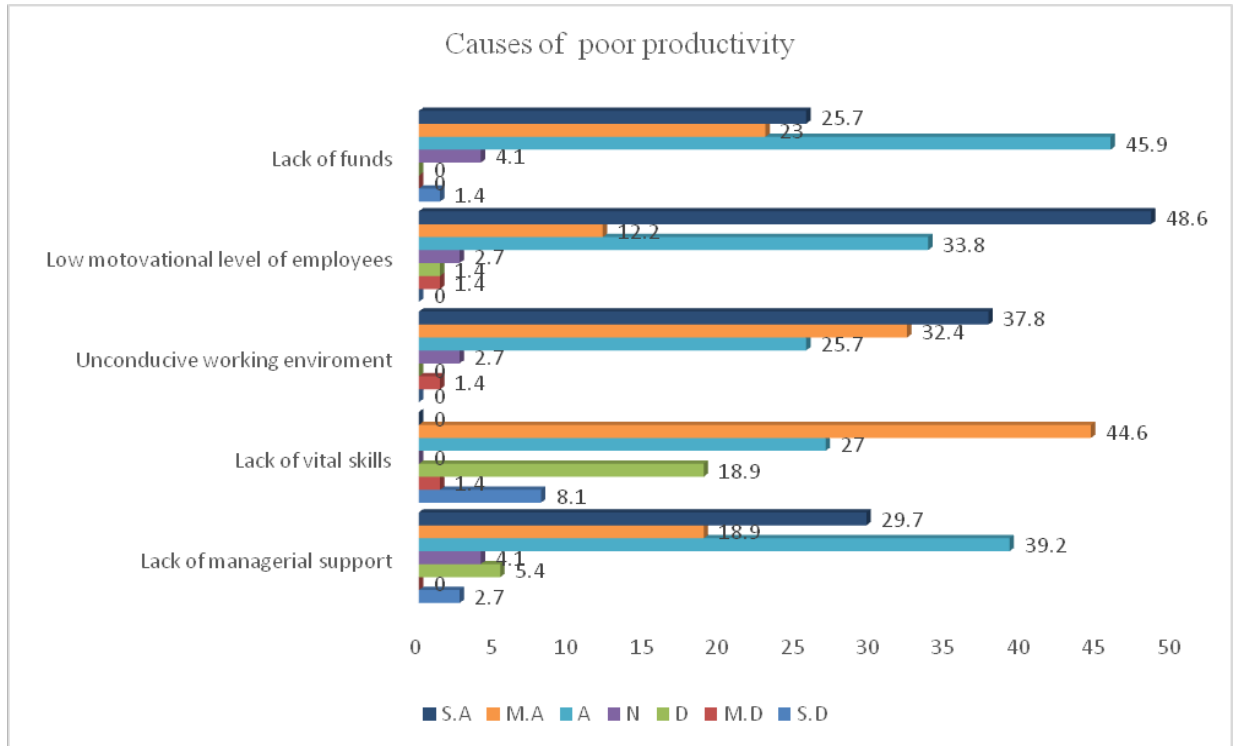
As regards to the causes of poor organisational productivity depicted by Figure 10, the results show that 48.6% strongly agreed that one of the causes of poor organisational productivity at Gaborone City Council is low motivational level of employees, 33.8% agreed, 12.2% moderately agreed, while 2.7% are neutral or did not state their opinion, while 1.4% moderately disagreed with the statement that low motivational level of employees lead to poor organisational productivity.

The other visible spike was depicted in the 45.9% participants that agreed that a lack of funds is one of the causes of poor organisational productivity at GCC, followed by 25.5% who strongly agreed, and 23% who moderately agreed to the assertion. In the same light, 44.6% moderately agreed that a lack of skills leads to poor organisational productivity, 27% also agreed with the statement, while 18.9% of the respondents seemed to be undecided as to what causes poor organisational productivity. Pertaining to the unconducive working environment, 37.8% strongly agreed, 32.4% moderately agreed and 25.7 % agreed that an unconducive working environment causes poor organisational productivity.

Last but not least, on the lack of managerial support, 39.2% of the respondents agreed, 29.7% agreed, and 18.9% moderately agreed that it causes poor organisational productivity at GCC. Finally, 44.6% moderately agreed, 27% agreed, while 18.9% disagreed that a lack of vital skills to carryout duties causes poor organisational productivity at GCC.

Figure 10

Barriers of PMS (Factors associated with poor organizational productivity at Gaborone City Council)



Correlation analysis of Barriers to effective Performance Management System at GCC

Barriers to effective Performance Management System which are also factors that are associated with poor organizational productivity in Gaborone City Council were paired through the bivariate correlations analysis. The results are as follows;

Lack of managerial support and Lack of vital skills have scored ($p = 0.002$, $r = 0.346^{**}$).

There is a statistically significant moderate positive correlation between lack of managerial support and lack of vital skills ($r = 0.346$, $p = 0.002$), suggesting that as one increases, the

other tends to increase as well. This indicates that managerial support and employees' vital skills are interconnected, with each contributing to the other, albeit moderately, to influence organizational productivity in the Gaborone City Council. The correlation, although moderate, is statistically significant, implying that this relationship is unlikely to have occurred by chance.

Lack of managerial support and Unconducive working environment's association as well is statistically significant with p-value less than 1%, meaning that there is indeed an association between these two factors: ($p = 0.000$, $r = 0.397^{**}$). Their association is positive with the strength of almost 40%. They as well contribute to poor organizational productivity.

Unconducive working environment and Low motivational level of employees ($p = 0.000$, $r = 0.686^{**}$). These are other factors that cause poor organizational productivity in Gaborone City Council. They are statistically significant with p-value which is less than 1%. The association is strong with 68.6%. There is a statistically significant strong positive correlation between an unconducive working environment and low motivational levels of employees ($r = 0.686$, $p < 0.001$), indicating a robust relationship. This suggests that as the working environment becomes less conducive, employee motivation tends to decrease significantly, leading to a substantial impact on organizational productivity in the GCC. The correlation coefficient is higher than the previous pairs, indicating a stronger relationship, and it is statistically significant, reinforcing its importance in understanding organizational productivity issues.

Table 5*Barriers of effective PMS*

Factors associated With poor organizational productivity	Karl Pearson Correlation	Lack of manage rial support	Lack of vital skills	Uncondu cive working environm ent	Low motivatio nal level of employe es	Lack of funds
Lack of managerial support	<i>r</i>	1	0.346 **	0.397**	0.484**	0.480 **
	Sig. (2-tailed)		0.002	0.000	0.000	0.000
Lack of vital skills	<i>r</i>		1	0.081	0	0.368 **
	Sig. (2-tailed)			0.495	1	0.001
Unconducive working environment	<i>r</i>			1	0.686**	0.533 **
	Sig. (2-tailed)				0.000	0.000
Low motivational level of employees	<i>r</i>				1	0.505 **
	Sig. (2-tailed)					0.000
<u>Lack of funds</u>	<i>r</i>					<u>1</u>
-	Sig. (2-tailed)					-
** Correlation is significant at the 0.01 level (2-tailed).						
*Correlation is significant at the 0.05 level (2-tailed)						

Research Objective 2, Research Question 2, hypothesis

Research Objective 2: To determine how productivity is associated with the consequences of performance management system deficiencies at Gaborone City Council?

Research Question 2: How is productivity associated with the consequences of performance management system deficiencies at Gaborone City Council?

H2_a: There is a significant relationship between poor organizational productivity at Gaborone City Council and the consequences of performance management system deficiencies.

H2₀ : There is No significant relationship between poor organizational productivity at Gaborone City Council and the consequences of performance management system deficiencies

H2.1_a: There is a positive significant relationship between poor organizational productivity and extra costs incurred

H2.1₀: There is No positive significant relationship between poor organizational productivity and extra costs incurred

H2.2_a: There is a positive significant relationship between poor organizational productivity and tarnished organization's image and reputation.

H2.2₀: There is No positive significant relationship between poor organizational productivity and tarnished organization's image and reputation.

H2.3_a: There is a positive significant relationship between poor organizational productivity and failure to realize set targets.

H2.3₀: There is No positive significant relationship between poor organizational productivity and failure to realize set targets.

H2.4_a: There is a positive significant relationship between poor organizational productivity and need for rework.

H2.4₀: There is No positive significant relationship between poor organizational productivity and need for rework.

H2.5_a: There is a positive significant relationship between poor organizational productivity and customers who are unhappy and disappointed.

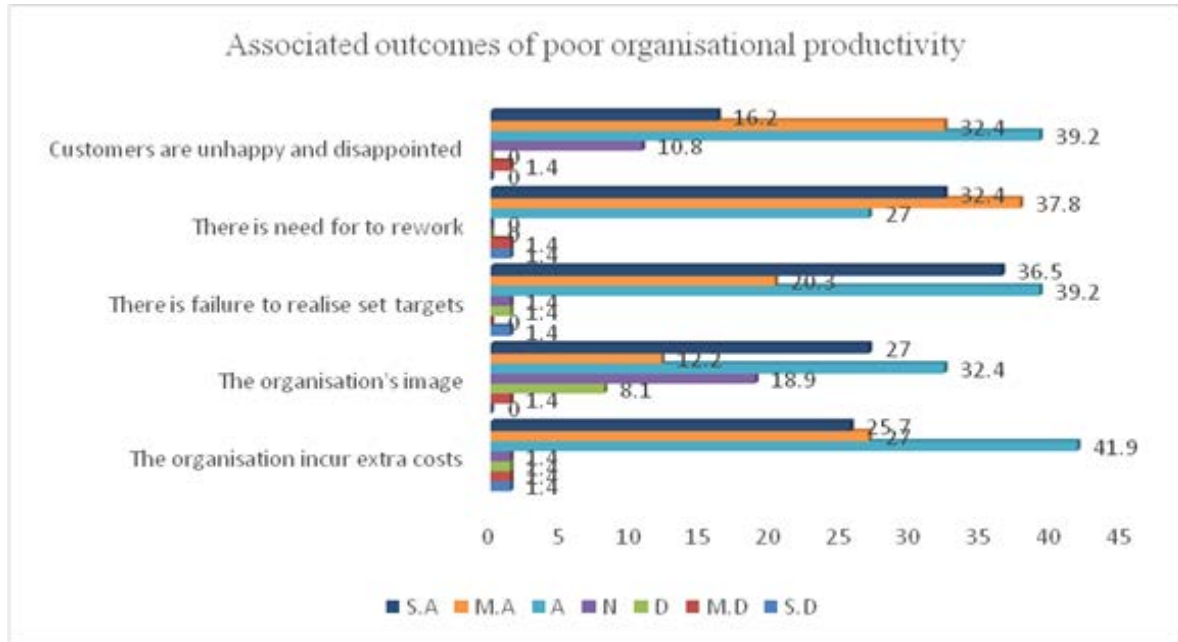
H2.5₀: There is No positive significant relationship between poor organizational productivity and customers who are unhappy and disappointed

Consequences of Performance Management System Deficiencies (Associated outcomes of poor organisational productivity at G.C.C)

Consequences of performance management system like other indicators have other variables driving them and they assist the researcher in assessing the relationships from their point of view. The results show that 41.9% of the respondents have pointed out that they agree that the organization incurs extra costs due to low organisational productivity. 27% of them have moderately agreed and 25.7% strongly agreed. On a different factor, 39.2% of the respondents have agreed that customers are unhappy and disappointed followed by 32.4 % of them who have moderately agreed and 16.2% who strongly agreed with the point. As regards to failure to realize set targets as a result of low organisational productivity, 39.2% of the respondents agreed that it is true, 36.5% of respondents strongly agreed, whereas 20.3% moderately agreed.

Figure 11

Consequences of performance management system deficiencies (Associated outcomes of poor organizational productivity) at Gaborone City Council



Correlation analysis of Consequences of performance management system deficiencies (Associated outcomes of poor organizational productivity) at Gaborone City

The correlation analysis of associated outcomes that have a relationship with poor organizational productivity in G.C.C was performed. The organization's image and reputation are tarnished versus the organization incur extra costs were paired. These two variables have a positive strength of 62.9%. The other visible spike is between “there is failure to realize set targets and the organization incurs extra costs” with a strength of 64% and at 1% level of significance. Worth noting is the association between ‘Customers are unhappy and disappointed’ versus “There is need for to rework due to low organizational productivity”, the results show that these are associated outcomes of low organizational productivity. Table 4.4.9.2 displays that,

there is a cordial association between most of the variables the researcher chose to assess ‘Associated outcomes of low organizational productivity in GCC’.

Table 6

Consequences of performance management system deficiencies

Associated outcomes of low organizational productivity at G.C.C	Karl Pearson Correlation		The organization's image	There is failure to realize set targets	There is need for to rework	Customers are unhappy and disappointed					
The organization incur extra costs	<i>r</i>	1	0.629**	0.640**	0.505**	0.440**					
	Sig. (2-tailed)		0.000	0.000	0.000	0.000					
The organizations' image tarnished	<i>r</i>		1	0.495**	0.650**	0.625**					
	Sig. (2-tailed)			0.000	0.000	0.000					
There is failure to realize set targets	<i>r</i>			1	0.682**	0.521**					
	Sig. (2-tailed)				0.000	0.000					
There is need for to rework.	<i>r</i>				1	0.680**					
	Sig. (2-tailed)					0.000					
Customers are unhappy and disappointed.	<i>r</i>					1					
	Sig. (2-tailed)										
** Correlation is significant at the 0.01 level (2-tailed).											
*Correlation is significant at the 0.05 level (2-tailed).											

Research Objective 3, Research Question 3 and hypothesis

Research Objective 3: To determine how performance management system practices are associated with organizational productivity at Gaborone city council.

Research Question 3: How does performance management system practices associate with organizational productivity at Gaborone City Council?

H3_a: There is a significant relationship between performance management system practices and organizational productivity at Gaborone City. Council.

H3₀: There is No significant relationship between performance management system practices and organizational productivity at Gaborone City. Council.

H3.1_a: There is a **positive significant relationship** between awareness by employees of what is expected from them and organizational productivity.

H3.1₀: There is No **positive significant relationship** between awareness by employees of what is expected from them and organizational productivity.

H3.2_a: There is a **positive significant relationship** between coaching and mentoring of employees and organizational productivity.

H3.2₀: There is No **positive significant relationship** between coaching and mentoring of employees and organizational productivity.

H3.3_a: There is a **positive significant relationship** between training and development of employees and organizational productivity.

H3.3₀: There is No **positive significant relationship** between training and development of employees and organizational productivity

H3.4_a: There is a **positive significant relationship** between improved communication and coordination in the organization and organizational productivity.

H3.4₀: There is No **positive significant relationship** between improved communication and coordination in the organization and organizational productivity.

H3.5_a: There is a **positive significant relationship** between trustworthy and reliable performance measurement instruments and organizational productivity

H3.5₀: There is No **positive significant relationship** between trustworthy and reliable performance measurement instruments and organizational productivity

H3.6_a: There is a **positive significant relationship** between strategic alignment of company goals to those of employees and organizational productivity.

H3.6₀: There is No **positive significant relationship** between strategic alignment of company goals to those of employees and organizational productivity.

H3.7_a: There is a **positive significant relationship** between performance measures which are easily understood and organizational productivity

H3.7₀: There is No **positive significant relationship** between performance measures which are easily understood and organizational productivity

H3.8_a: There is a **positive significant relationship** between regular performance reviews and feedback and organizational productivity.

H3.8₀: There is No **positive significant relationship** between regular performance reviews and feedback and organizational productivity.

H3.9_a: There is a **positive significant relationship** between collaboration or teamwork and organizational productivity.

H3.9₀: There is No **positive significant relationship** between collaboration or teamwork and organizational productivity.

H3.10_a: There is a **positive significant relationship** between trust within supervisor and supervisee and organizational productivity.

H3.10₀: There is No **positive significant relationship** between trust within supervisor and supervisee and organizational productivity

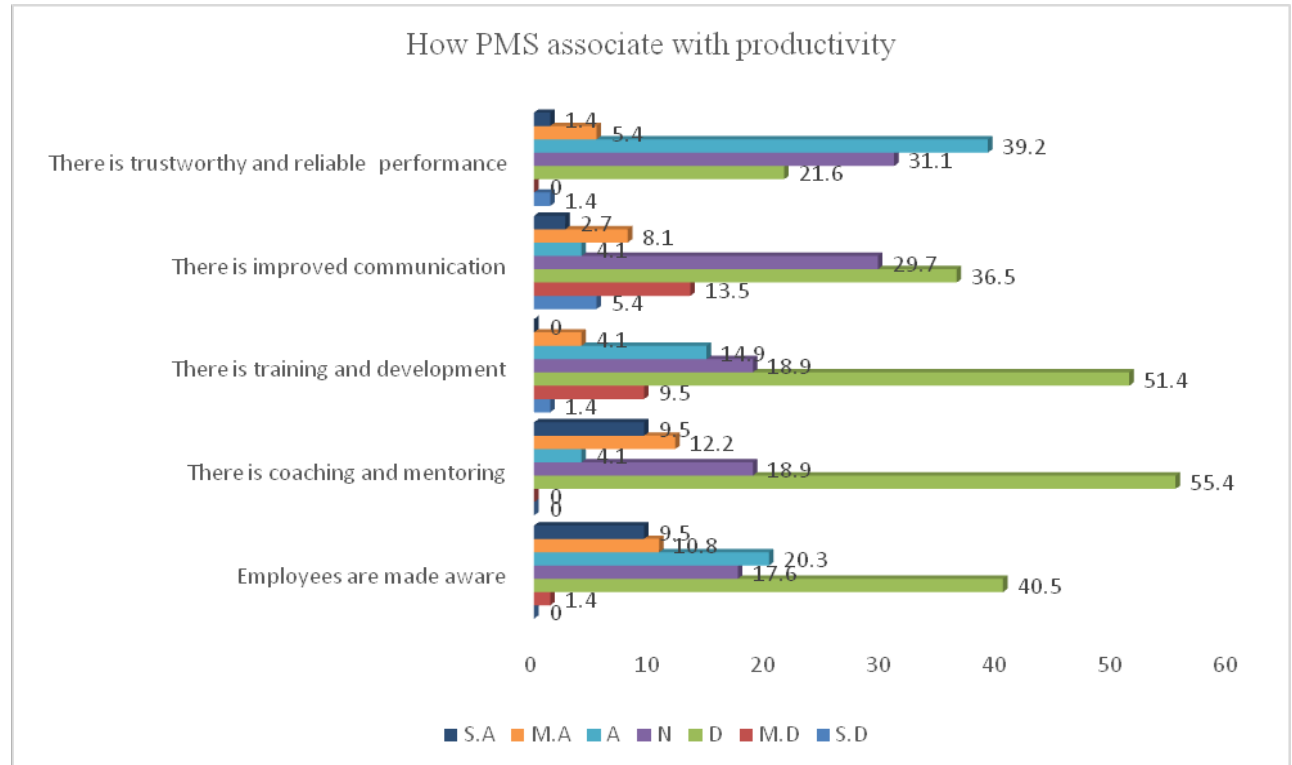
Performance Management System practices and organizational productivity

Contrary to other indicators, in this indicator assessing ‘How PMS practices associate with organizational productivity’, the majority of the respondents have disagreed on assertions made towards the main indicator in three of the variables. Results show that the majority at 55.4% disagreed that there is coaching and mentoring that enhances organizational productivity, while 18.9% chose not to state their opinions by being neutral, but only 12.2% of the respondents moderately agreed, while 9.5% strongly agreed. Another factor that assesses how PMS practices associate with organizational productivity, the results in Figure 12 indicate that 51.4% of the respondents have indicated that they disagree that there is training and development that makes a positive impact on the organizational productivity, this is followed by 14.9% who agreed and who 9.5% moderately disagreed. Least but not last, 40.5 % of the respondents disagreed that

employees are made aware of what is expected from them for the organization to be productive, while 20.3% agreed and 17.6% were undecided.

Figure 12

PMS Practices associate with productivity



Correlation analysis on how Performance Management System practices is associated with organizational productivity at Gaborone City Council

The researcher sought to know how PMS affects the organizational productivity in Gaborone City Council. In the survey tool, factors used to assess how PMS affects the organizational productivity in GCC were determined in the development process. Worth noting in this indicator is the association between ‘There is coaching and mentoring that enhances organizational productivity and Employees are made aware of what is expected from them for

the organization to be productive', these two variables have a strong association of 77.2% that is statistically significance at 1% level. This implies that if these two variables are considered when PMS is implemented at GCC, they will affect organizational productivity. The other important set of variables that the researcher can write home about are 'There is improved communication and coordination making the organization productive' and 'There is coaching and mentoring that enhances organizational productivity', the results show that there is statistical significance of 1% in the relationship between these variables under discussion, and the association between the two has a good strength of 61.6%.

Table 7*Performance Management System practices*

Factors used to assess how PMS associate the organizational productivity in GCC	Karl Pearson Correlation	Employees are made aware	There is coaching and mentoring	There is training and development	There is improved communication	There is trustworthy and reliable performance
Employees are made aware	r	1	.772**	0.108	.422**	.321**
	Sig. (2-tailed)		0.000	0.359	0.000	0.005
There is coaching and mentoring	r		1	.297*	.616**	.310**
	Sig. (2-tailed)			0.010	0.000	0.007
There is training and development	r			1	.483**	.393**
	Sig. (2-tailed)				0.000	0.001
There is improved communication	r				1	.328**
	Sig. (2-tailed)					0.004
There is trustworthy and reliable performance	r					1
** Correlation is significant at the 0.01 level (2-tailed).						
* Correlation is significant at the 0.05 level (2-tailed).						

Research Objective 4, Research Question 4 and hypotheses

Research Objective 4: To evaluate how performance management system can be improved at Gaborone city council.

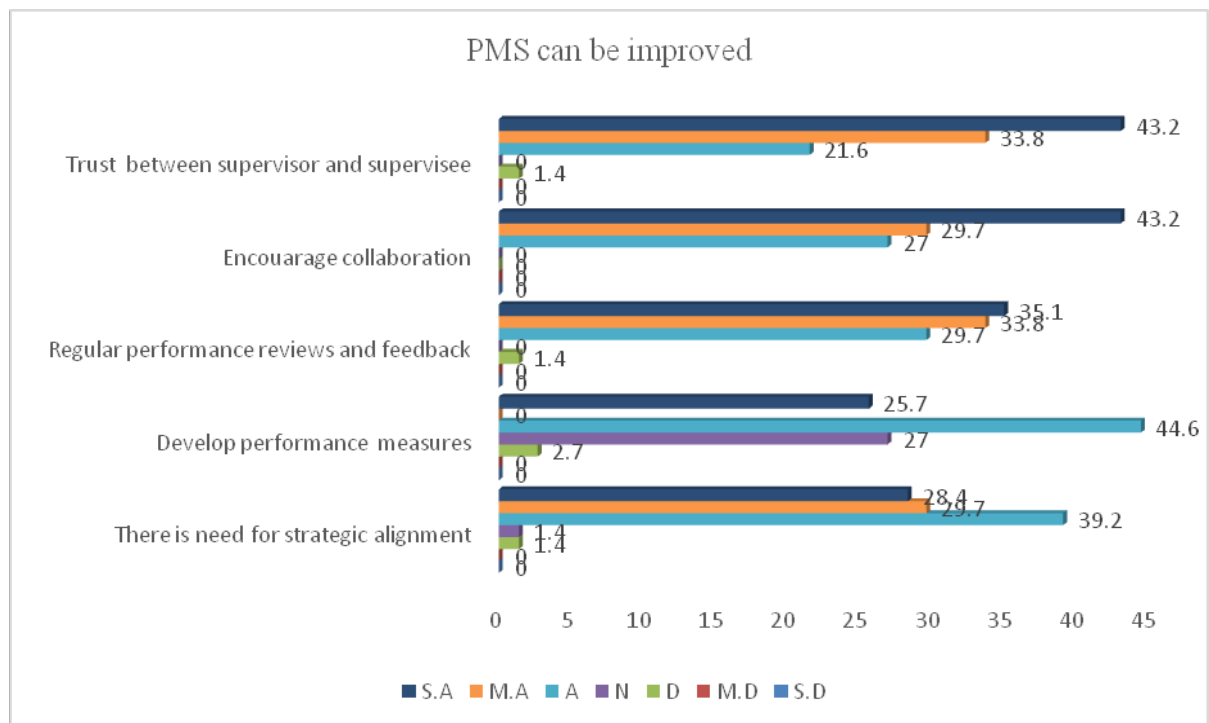
Research Question 4: How can performance management system at Gaborone City Council be improved?

How Performance Management System can be improved

The significant spikes in the bar chart in Figure 13 below that presents factors that were used to assess how PMS practices can be improved are mostly where respondents ‘agreed, moderately agreed and strongly agreed’. The highest being 44.6% agreed that there is need for development of performance measures which are easily understood and quantified and 25.7% moderately agreed to the fact. Most respondents at 43.2% strongly agreed that there is trust between supervisor and supervisee, while 33.8% moderately agreed and 21.5% agreed as well. Other 43.2% respondents strongly agreed that there is need to encourage collaboration or teamwork within the organisation, where 29.7% moderately agreed and 27% agreed as depicted by Figure 13.

Figure 13

Performance Management System can be improved



Correlation analysis on How PMS can be improved

Similar to the previous discussion with other indicators, this section looked at how PMS can be improved as regards to the factors that are associated to this indicator. Almost all factors paired indicate that they have an association and are statistically significant. To mention a few variable pairs: 'Encourage collaboration or team work within the organisation' and 'Develop performance measures which are easily understood and qualified', the pair is statistically significant at 1% level and have a fair association of 47.3%. The other pair is 'Trust between supervisor / supervisee' and 'Regular performance reviews and feedback' which are also statistically significant at 1% level with strength of the association standing fairly at 40.9%. The results will go a long way in helping GCC in decision making as regards to how PMS can be improved and ultimately improve productivity in the organisation.

Table 8*How Performance Management System can be improved*

Factors used to assess How PMS can be improved		There is need for strategic alignment	Develop performance measures	Regular performance reviews and feedback	Encourage collaboration	Trust between supervisor and supervisee
There is need for strategic alignment	r	1	0.218	.411**	0.038	.352**
	Sig. (2-tailed)		0.062	0	0.746	0.002
Develop performance measures	r		1	.355**	.473**	0.166
	Sig. (2-tailed)			0.002	0.00	0.157
Regular performance reviews and feedback	r			1	.315**	.409**
	Sig. (2-tailed)				0.006	0
Encourage collaboration	r				1	.380**
	Sig. (2-tailed)					0.001
Trust between supervisor and supervisee	r					1
	Sig. (2-tailed)					
** Correlation is significant at the 0.01 level (2-tailed).						
* Correlation is significant at the 0.05 level (2-tailed).						

Hypothesis testing

Multiple linear regression model was used for hypothesis testing. The model involves the use of very important statistics that communicates a lot about results of the study. Such statistics help the researcher to understand deeply the data. The first one is the *p*-value, it is used to test the statistical significance or the importance of the relationship between the independent variables and the dependent variables in the model, normally both 1% and 5 % are considered level of significance. Variables with p-values below the chosen significance level are typically considered important predictors in the model. The other one is the coefficient of determination (R^2) value which is also produced in the output to tell the amount of variation in the outcome variable that is explained by the independent variable in the model. This explanation applies to all the main variables or indicators, and are as follows:

Barriers of Effective Performance Management

Based on *p-value results* in Table 9. At both 1% and 5% levels of significance, the hypotheses are to be accepted. Consistent with Figure4.4.9.1, the predictor variables that the researcher thought of were chosen to explain the dependent variable ‘factors associated with poor organizational productivity’ have all demonstrated statistical significance. This indicates that these variables play a pivotal role in helping to explain the ‘factors associated with poor organizational productivity’. These results will contribute immensely in the conclusions and recommendations that will be drawn up in the next Chapter.

Table 9

Barriers to Effective Performance Management System

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.916	.654		2.930	.005
	Lack of managerial support	.038	.088	.065	.435	.045
	Lack of vital skills	.042	.068	.085	.615	.001
	Unconducive working environment	.177	.137	.221	1.294	.000
	Low motivational level of employees	.047	.125	.068	.378	.016
	Lack of funds	.054	.120	.073	.453	.004
a. Dependent Variable: Causes of poor organizational productivity						

*H1.1_a: There is a **positive significant relationship** between lack of managerial support and poor organizational productivity.*

Results show that there is statistical significant relationship between lack of managerial support and poor organizational productivity at 5% level of significance. Hence the sub hypothesis is accepted.

*H1.1₀: There is **No positive significant relationship** between lack of managerial support and poor organizational productivity.*

The sub hypothesis is rejected.

*H1.2_a: There is a **positive significant relationship** between lack of vital skills and poor organizational productivity.*

Results from Table 9 prove that there is a statistical significant relationship between lack of vital skills to carryout duties and poor organizational productivity at 1% level of significance.

The sub hypothesis is therefore acceptable.

*H1.2_o: There is **No positive significant relationship** between Barriers to effective performance management systems and poor organizational productivity.*

The sub hypothesis is rejected.

*H1.3_a: There is a **positive significant relationship** between unconducive work environments and poor organizational productivity.*

Results from Table 9 reflect that there is a positive significant relationship between unconducive work environments and poor organizational productivity at 1% significant level. Based on these results the sub hypothesis is accepted.

*H1.3_o: There is **No positive significant relationship** between unconducive work environments and poor organizational productivity.*

The sub hypothesis is rejected.

*H1.4_a: There is a **positive significant relationship** between low motivational level of employees and poor organizational productivity.*

Results from Table 9 show that there is a positive significant relationship between low motivational level of employees and poor organizational productivity The significance level is 5% significant level (p-value= 0.016). Hence the sub hypothesis is accepted.

*H1.4_o: There is **No positive significant relationship** between low motivational level of employees and poor organizational productivity.*

The sub hypothesis is rejected.

*H1.5_a: There is a **positive significant relationship** between limited funds and poor organizational productivity.*

Results from Table 9 reflect that there is a positive significant relationship between limited funds and poor organizational productivity at 1% significant level. The sub hypothesis is therefore acceptable.

*H1.5₀: There is a **No positive significant relationship** between limited funds and poor organizational productivity.*

The sub hypothesis is rejected.

According to Table 10 below, it depicts that $R^2 = 0.240$. Notwithstanding the fact that all the predictor variables showing that they are statistically significant and play an important role in explaining the dependent variable 'Factor associated with poor organizational productivity'. This implies that the predictor or independent variables account to 24% of the 'factors associated with poor organizational productivity' as the dependent variable. These predictor variables are: Lack of funds, Lack of vital skills, Lack of managerial support, Unconducive working environment, Low motivational level of employees. This further implies that the remaining 76% of the variation is explained by other variables that are not necessary in the model and were not part of this study.

Table 10*Barriers to Effective Performance Management System Model Summary*

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
,1	.401 ^a	.240	.030	.800	1.982
a. Predictors: (Constant), Lack of funds, Lack of vital skills, Lack of managerial support, Unconducive working environment, Low motivational level of employees					
b. Dependent Variable: factors of poor organizational productivity					

Consequences of P.M.S deficiencies

As it has been explained in Section 4.5.1 while building the multiple linear regression model, the same concept with similar context will still apply even in the ‘Associated outcomes of low organizational productivity’ at GCC. These hypothesis tests are based on both 1% and 5% levels of significance and *p*-value.

Table 11 depicts that as it pertains to the determinants of ‘Associated outcomes of low organizational productivity’, that most of the variables are statistically significant at 5% level. This is also aligned to analysis on Figure 11, where those same variables which are not statistically significant, have shown that most respondents strongly disagreed and to some extent disagreed to the facts stated by the researcher as possible options. The results show that concerning these two variables; ‘the organization incurs extra costs and that there is failure to realize set targets’; they are not statistically significant, the null hypothesis cannot be rejected. This imply that the variables have absolutely no effect on ‘low organizational productivity’,

while in fact the remaining three variables being; ‘there is failure to realize set targets, the organization's image is tarnished and there is need to rework ‘are statistically significant at 5% level implying that they have an effect on low organizational productivity.

Table 11

Consequences of PMS deficiencies

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.437	.546		4.463	.000
	The organization incurs extra costs	.035	.106	.056	.329	.743
	The organization's image	.009	.096	.018	.098	.922
	There is failure to realize set targets	.177	.114	.276	1.546	.027
	There is need to rework	.109	.129	.164	.852	.037
	Customers are unhappy and disappointed	.227	.120	.310	1.885	.044
a. Dependent Variable: Effects of low organizational productivity						

*H2.1_a: There is a **positive significant relationship** between poor organizational productivity and extra costs incurred.*

Results on Table 11 show that there is no statistical significant relationship between poor organizational productivity and extra costs incurred in Gaborone city council. The obtained p-value is 0.743. There is no positive significant relationship between poor organizational productivity and extra costs incurred. It can therefore be said that the sub hypothesis has to be rejected.

*H2.1₀: There is a **No positive significant relationship** between poor organizational productivity and extra costs incurred.*

The sub hypothesis has to be accepted.

*H2.2_a: There is a **positive significant relationship** between poor organizational productivity and tarnished organization's image and reputation*

Table 11 communicates that there is no statistical significant difference between poor organizational productivity and the tarnished organization's image and reputation. There is no positive significant relationship between poor organizational productivity and tarnished organization's image and reputation. The sub hypothesis is rejected.

*H2.2₀: There is a **No positive significant relationship** between poor organizational productivity and tarnished organization's image and reputation*

The sub hypothesis is accepted.

*H2.3_a: There is a **positive significant relationship** between poor organizational productivity and failure to realize set targets.*

Results from Table 11 indicate that at 5% significant level, there is a positive significant relationship between poor organizational productivity. The sub hypothesis is therefore accepted.

*H2.3₀: There is a **No positive significant relationship** between poor organizational productivity and failure to realize set targets.*

The sub hypothesis is therefore rejected.

*H2.4_a: There is a **positive significant relationship** between poor organizational productivity and need for rework.*

According to results depicted by Table 11, at 5% significant level, there is a positive significant relationship between poor organizational productivity and need for rework. The sub hypothesis is accepted.

*H2.4₀: There is a **No positive significant relationship** between poor organizational productivity and need for rework.*

The sub hypothesis is rejected.

*H2.5_a: There is a **positive significant relationship** between poor organizational productivity and customers who are unhappy and disappointed.*

Results from Table 11 reveal that there is a significant relationship difference between poor organizational productivity and customers who are unhappy at 5% significant level. The sub hypothesis is therefore accepted.

*H2.5₀: There is a **No positive significant relationship** between poor organizational productivity and customers who are unhappy and disappointed.*

The sub hypothesis is therefore rejected

The coefficient of determination (R^2) value was also produced in the output to tell the amount of variation in the outcome variable that is accounted for in the model. As regards the 'Associated outcomes of low organizational productivity model summary'. The value of $R^2 = 0.123$, this implies that the dependent variables being; Customers are unhappy and disappointed, The organization incur extra costs, There is failure to realize set targets, The organization's image , There is need for to rework , all these variables in the model explain only 12 % of variation in the dependent variable 'Associated outcomes of Low organizational productivity'.

Table 12

Consequences of P.M.S deficiencies Model Summary

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.350	.123	.058	.697	1.483
a. Predictors: (Constant), Customers are unhappy and disappointed, The organization incur extra costs, There is failure to realise set targets, The organization's image , There is need for to rework					
b. Dependent Variable: Associated outcomes of Low organizational productivity					

Performance management system practices

In this analysis to determine how PMS associate with organizational productivity in GCC, the researcher came up with an array of variables to make 'PMS', these are 'there is trustworthy and reliable performance', 'there is coaching and mentoring', 'there is training and development', 'there is improved communication and employees are made aware'.

As it is consistent with results in Figure 12, most respondents disagreed with assertions. They are not statistically significant except for 'There is coaching and mentoring that enhances organizational productivity'. It is statistically significant at 5% level. This indicates that as they define PMS in GCC, the four of them do not associate with organizational productivity.

Table 13

How PMS associate with organizational productivity coefficients

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.005	.416		2.418	.018
	Employees are made aware	.174	.097	.335	1.789	.078
	There is coaching and mentoring	.223	.107	-.435	-2.084	.041
	There is training and development	-.056	.096	-.081	-.582	.562
	There is improved communication	.161	.085	.298	1.889	.063
	There is trustworthy and reliable performance measurement instrument	.113	.093	.158	1.213	.229
a. Dependent Variable: How PMS associate with organizational productivity						

H3.1_a: There is a positive significant relationship between awareness by employees of what is expected from them and organizational productivity.

Results from Table 13 reveal that there is no statistical significant relationship between awareness by employees of what is expected from them by the organization and organizational productivity. The sub hypothesis is therefore rejected.

*H3.1₀: There is **No positive significant relationship** between awareness by employees of what is expected from them and organizational productivity.*

The sub hypothesis is accepted.

*H3.2_a: There is a **positive significant relationship** between coaching and mentoring of employees and organizational productivity.*

According to Table 13, there is a statistical significant relationship between coaching and mentoring of employees and organizational productivity. The sub hypothesis is accepted.

*H3.2₀: There is **No positive significant relationship** between coaching and mentoring of employees and organizational productivity.*

The sub hypothesis is therefore accepted.

*H3.3_a: There is a **positive significant relationship** between training and development of employees and organizational productivity.*

Results from Table 13 reveal that there is no statistical significant relationship between training and development of employees and organizational productivity. The sub hypothesis is rejected.

*H3.3₀: There is a **No positive significant relationship** between training and development of employees and organizational productivity.*

The sub hypothesis is accepted.

*H3.4_a: There is a **positive significant relationship** between improved communication and coordination in the organization and organizational productivity.*

According to results on Table 13, there is no statistical significant relationship between improved communication and coordination in the organization and organizational productivity. The sub hypothesis is rejected.

*H3.4₀: There is **No positive significant relationship** between improved communication and coordination in the organization and organizational productivity.*

The sub hypothesis is therefore accepted.

*H3.5_a: There is **a positive significant relationship** between trustworthy and reliable performance measurement instruments and organizational productivity.*

Results from Table 13 reveal that there is no statistical significant relationship between trustworthy and reliable performance measurement instruments and organizational productivity.

The sub hypothesis is rejected.

*H3.5_o: There is **No positive significant relationship** between trustworthy and reliable performance measurement instruments and organizational productivity.*

The sub hypothesis is accepted.

The results in Table 14 depicts that the variables in the model explains 12.5 % of the variation in the organizational productivity. This has been translated from $R^2 = 0.125$. The remaining 87.5 % may be explained by other factors which are not under discussion in the study.

Table 14

PMS practices association Model Summary

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.353	.125	.060	.694	1.699
a. Predictors: (Constant), There is trustworthy and reliable performance, There is coaching and mentoring , There is training and development, There is improved communication, Employees are made aware					
b. Dependent Variable: How PMS associate with organizational productivity					

How PMS can be improved in GCC

The results indicate that, respondents strongly believe that PMS can be re-engineered and improved, to ultimately improve productivity in GCC. All sub hypotheses except for 'Encourage collaboration or teamwork within the organisation' are accepted. Indicating that they are statistically significant. The significance levels are both at 1% and 5%. This shows that PMS can be improved through many factors because they show to be important by their statistical significance in the results. They are: 'trust between supervisor and supervisee, develop performance measures, there is need for strategic alignment, regular performance reviews and feedback and encourage collaboration'.

Table 15*How PMS can be improved coefficients*

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.264	.892		3.660	.000
	There is need for strategic alignment	.034	.109	.041	.317	.024
	Develop performance measures	.249	.116	.289	2.143	.036
	Regular performance reviews and feedback	.189	.117	.220	1.614	.011
	Encourage collaboration	.224	.129	.245	1.743	.228
	Trust between supervisor and supervisee	.072	.118	.082	.604	.050
a. Dependent Variable: How PMS can be improved						

H3.6_a: There is a positive significant relationship between strategic alignment of company goals to those of employees and organizational productivity.

Results on Table 15 show that there is statistical significance relationship between strategic alignment of company goals to those of employees and organizational productivity. The sub hypothesis is accepted.

H3.6₀: There is No positive significant relationship between strategic alignment of company goals to those of employees and organizational productivity.

The sub hypothesis is rejected.

*H3.7_a: There is a **positive significant relationship** between performance measures which are easily understood and quantified and organizational productivity.*

According to Table 15 results, there is a statistical significant relationship between performance measures which are easily understood and quantified and organizational productivity. The sub hypothesis is accepted.

*H3.7₀: There is a **No positive significant relationship** between performance measures which are easily understood and quantified and organizational productivity.*

The sub hypothesis is rejected.

*H3.8_a: There is a **positive significant relationship** between regular performance reviews and feedback and organizational productivity.*

From results on Table 15, there is a statistical significant relationship between regular performance reviews and feedback and organizational productivity. The sub hypothesis is accepted.

*H3.8₀: There is **No positive significant relationship** between regular performance reviews and feedback and organizational productivity.*

The sub hypothesis is rejected.

*H3.9_a: There is a **positive significant relationship** between collaboration or teamwork and organizational productivity.*

Results on Table 15 reflect that there is no statistical significant relationship between collaboration or team work and organizational productivity. The sub hypothesis is rejected.

*H3.9₀: There is **No positive significant relationship** between collaboration teamwork and organizational productivity.*

The sub hypothesis is accepted.

*H3.10_a: There is a **positive significant relationship** between trust within supervisor and supervisee and organizational productivity.*

In accordance to results on Table 15, there is a positive statistical significant relationship between trust between supervisor and supervisee and organizational productivity. The sub hypothesis is accepted.

*H3.10₀: There is **No positive significant relationship** between trust within supervisor and supervisee and organizational productivity.*

The sub hypothesis is rejected.

The coefficient of determination $R^2 = 0.137$, this is the value that was obtained from the results. The value can be interpreted such as only 13.7 % of variation in the dependent variable 'PMS can be improved' is accounted for in the model by the array of independent variables. The independent variables being; 'Trust between supervisor and supervisee, Develop performance measures, There is need for strategic alignment, Regular performance reviews and feedback, Encourage collaboration'. The proportion that is left unaccounted for, which is 86.3 % could be explained by other factors or variables which are not part of this study to determined how PMS can be improved.

Table 16

How PMS can be improved at G.C.C Model Summary

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.371	.137	.074	.730	1.861
a. Predictors: (Constant), Trust between supervisor and supervisee, Develop performance measures, There is need for strategic alignment, Regular performance reviews and feedback, Encourage collaboration					
b. Dependent Variable: PMS can be improved					

Table 17*Summary of Hypotheses*

Hypotheses	Decision
H1 _a : There is a significant relationship between Barriers to effective performance management systems and poor organizational productivity.	ACCEPTED
H1 ₀ : There is No significant relationship between Barriers to effective performance management systems and poor organizational productivity. <i>(Factors associated with poor organizational productivity at Gaborone City Council as result of barriers to effective Performance Management System.)</i>	REJECTED
H1.1 _a : There is a positive significant relationship between lack of managerial support and poor organizational productivity.	Accepted
H1.1 ₀ : There is No positive significant relationship between lack of managerial support and poor organizational productivity.	Rejected
H1.2 _a : There is a positive significant relationship between lack of vital skills and poor organizational productivity.	Accepted
H1.2 ₀ : There is No positive significant relationship between lack of vital skills and poor organizational productivity.	Rejected
H1.3 _a : There is a positive significant relationship between uncondusive work environments and poor organizational productivity.	Accepted
H1.3 ₀ : There is No positive significant relationship between uncondusive work environments and poor organizational productivity.	Rejected
H1.4 _a : There is a positive significant relationship between low motivational level of employees and poor organizational productivity.	Accepted

H1.4 ₀ : There is No positive significant relationship between low motivational level of employees and poor organizational productivity	Rejected
H1.5 _a : There is a positive significant relationship between limited funds and poor organizational productivity.	Accepted
H1.5 ₀ : There is No positive significant relationship between limited funds and poor organizational productivity	Rejected
<p>H2_a: There is a significant relationship between poor organizational productivity at Gaborone City Council and the consequences of performance management system deficiencies.</p> <p>H2_a: There is a significant relationship between poor organizational productivity at Gaborone City Council and the consequences of performance management system deficiencies (<i>Consequences of performance management system deficiencies</i>)</p>	<p>PARTIAL LY ACCEPTED</p> <p>PARTIAL LY REJECTED</p>
H2.1 _a : There is a positive significant relationship between poor organizational productivity and extra costs incurred	Rejected
H2.1 ₀ : There is No positive significant relationship between poor organizational productivity and extra costs incurred	Accepted
H2.2 _a : There is a positive significant relationship between poor organizational productivity and tarnished organization's image and reputation.	Rejected
H2.2 ₀ : There is No positive significant relationship between poor organizational productivity and tarnished organization's image and reputation.	Accepted
H2.3 _a : There is a positive significant relationship between poor organizational productivity and failure to realize set targets.	Accepted

H2.3 ₀ : There is No positive significant relationship between poor organizational productivity and failure to realize set targets.	Rejected
H2.4 _a : There is a positive significant relationship between poor organizational productivity and need for rework.	Accepted
H2.4 ₀ : There is No positive significant relationship between poor organizational productivity and need for rework.	Rejected
H2.5 _a : There is a positive significant relationship between poor organizational productivity and customers who are unhappy and disappointed.	Accepted
H2.5 ₀ : There is No positive significant relationship between poor organizational productivity and customers who are unhappy and disappointed.	Rejected
<p>H3_a: There is a significant relationship between performance management system practices and organizational productivity at Gaborone City. Council.</p> <p>H3₀: There is No significant relationship between performance management system practices and organizational productivity at Gaborone City. Council.</p> <p><i>(Performance Management System Practices at Gaborone City Council)</i></p>	<p>PARTIAL LY ACCEPT ED</p> <p>PARTIAL LY REJECTE D</p>
H3.1 _a : There is a positive significant relationship between awareness by employees of what is expected from them and organizational productivity.	Rejected
H3.1 ₀ : There is No positive significant relationship between awareness by employees of what is expected from them and organizational productivity	Accepted

H3.2 _a : There is a positive significant relationship between coaching and mentoring of employees and organizational productivity.	Accepted
H3.2 ₀ : There is No positive significant relationship between coaching and mentoring of employees and organizational productivity.	Rejected
H3.3 _a : There is a positive significant relationship between training and development of employees and organizational productivity.	Rejected
H3.3 ₀ : There is No positive significant relationship between training and development of employees and organizational productivity.	Accepted
H3.4 _a : There is a positive significant relationship between improved communication and coordination in the organization and organizational productivity.	Rejected
H3.4 ₀ : There is No positive significant relationship between improved communication and coordination in the organization and organizational productivity.	Accepted
H3.5 _a : There is a positive significant relationship between trustworthy and reliable performance measurement instruments and organizational productivity	Rejected
H3.5 ₀ : There is a positive significant relationship between trustworthy and reliable performance measurement instruments and organizational productivity	Accepted
H3.6 _a : There is a positive significant relationship between strategic alignment of company goals to those of employees and organizational productivity.	Accepted
H3.6 ₀ : There is No positive significant relationship between strategic alignment of company goals to those of employees and organizational productivity.	Rejected

H3.7 _a : There is a positive significant relationship between performance measures which are easily understood and organizational productivity	Accepted
H3.7 ₀ : There is No positive significant relationship between performance measures which are easily understood and organizational productivity	Rejected
H3.8 _a : There is a positive significant relationship between regular performance reviews and feedback and organizational productivity.	Accepted
H3.8 ₀ : There is a positive significant relationship between regular performance reviews and feedback and organizational productivity.	Rejected
H3.9 _a : There is a positive significant relationship between collaboration or teamwork and organizational productivity.	Accepted
H3.9 ₀ : There is No positive significant relationship between collaboration or teamwork and organizational productivity.	Rejected
H3.10 _a : There is a positive significant relationship between trust within supervisor and supervisee and organizational productivity.	Accepted
H3.10 ₀ : There is No positive significant relationship between trust within supervisor and supervisee and organizational productivity.	Rejected

Qualitative analysis

The targeted population for the qualitative aspect of the study was the top management staff at GCC. Since the researcher had adopted total purposive sampling methodology, the expected sample was to be all the 15 members of the top management team. However, only 9 interviews were performed. The interview instrument comprised of four open ended questions

as shown by appendix B. Thematic data analysis method was applied in the study. The analysis process was carried out in four steps or phases.

Step 1: Familiarization with data

The researcher went through all the interview responses several times. The main purpose was to become familiar with all the information shared by the individual participants. Reading the transcripts enabled the investigator to identify the general understanding of data and how it relates to the phenomena under investigation. Early impressions emanating from the participants' responses were noted so as to prepare for the next step of the analysis process.

Step 2: Construction stage or Generation of initial themes.

During the next stage, which is also identified as the construction phase, codes were developed and compared to detect similarities and differences. At this stage the researcher categorized data captured in short phrases that were expressing or representing the main ideas communicated for each open-ended question asked. Codes were thoroughly examined to establish which ones fit together. By performing such an exercise, the researcher was able to develop initial themes for each interview question.

Step 3: Rectification stage

The researcher reviewed the codes and themes to ensure that they are correctly developed. Where necessary, the researcher modified preliminary codes and themes to confirm and ensure that they made sense and correctly respond to research questions.

Step 4: Finalizing stage.

The last step of the thematic analysis process involved finalization of several themes developed so as to provide logical and convincing answers to the research phenomena being investigated. In the next chapter the researcher will match final themes or story lines to the literature on which themes are generated based on. This will reveal how the research phenomenon has been developed, therefore providing a convincing interpretation of the study phenomenon.

Codes and Themes generated from the Interview: Question 1

The first question of the interview instrument that the top management members were asked was: what are possible causes of poor organizational productivity at Gaborone City Council?

Table 18 provides a summary of the codes derived from the first question responses. Percentages of responses given by participants are represented in Figure 14.

Theme 1: Barriers to effective Performance Management System (Main factors associated with poor organizational productivity at Gaborone City Council.)

Table 18

Factors associated with poor organizational productivity

Code 1	Lack of resources
Code 2	Lack of departmental meetings
Code 3	Budgetary constraints
Code 4	Low morale
Code 5	Lack of collaboration between Head of departments
Code 6	Unattended welfare issues

Figure 14

Factors associated with poor organizational productivity

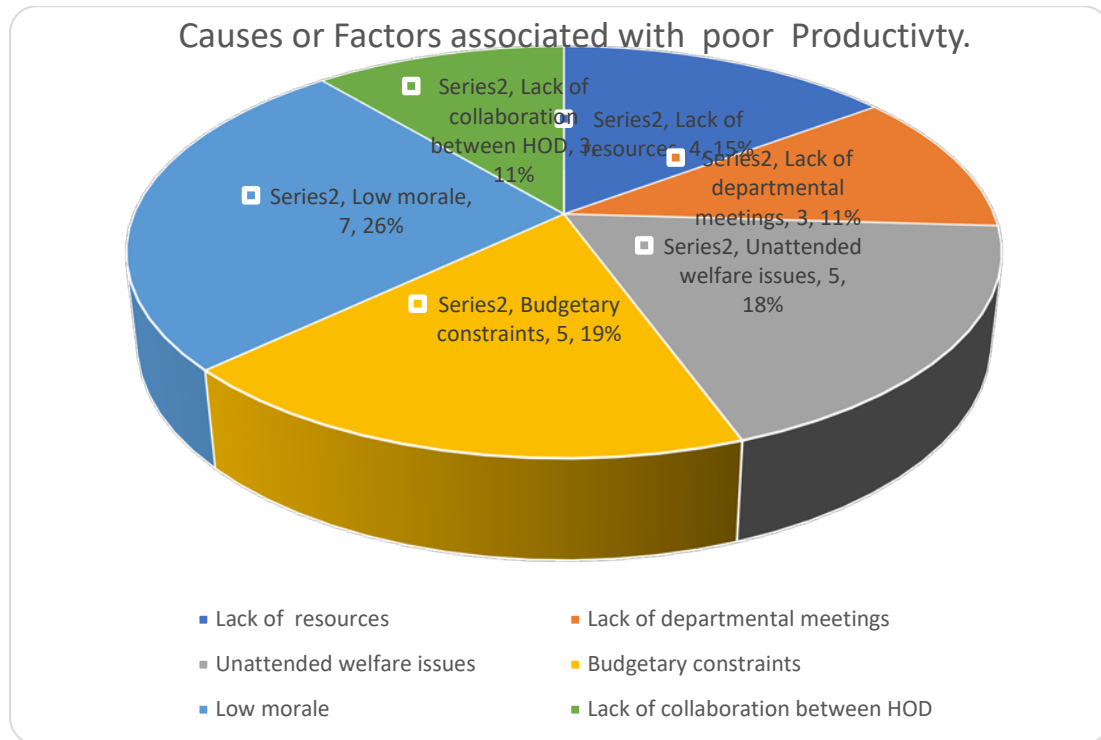


Table 18. shows that when asked about the possible factors associated with poor productivity in Gaborone city council, interviewees came up with 6 major factors of poor productivity within the council. Low morale of employees was the most frequently raised cause of poor productivity at 26% as shown by Figure 14, followed by budgetary constraints at 19% and unintended welfare issues at 18%. Lack of resources is at 15%. Figure 14 shows that lack of collaboration between heads of departments and lack of departmental meetings are each at 11% as sources of poor organizational productivity at Gaborone City Council or barriers to effective performance management system.

Codes and Themes generated from the Interview: Question 2

For question 2 of the interview, managers were asked what are the possible effects of poor organizational productivity at Gaborone City Council? Table 19 shows a summary of codes derived from participants' responses to question 2. Percentages of responses given by participants are represented in Figure 15.

Theme 2: Consequences of Performance Management System Deficiencies Associated outcomes of poor organizational productivity at Gaborone City Council.

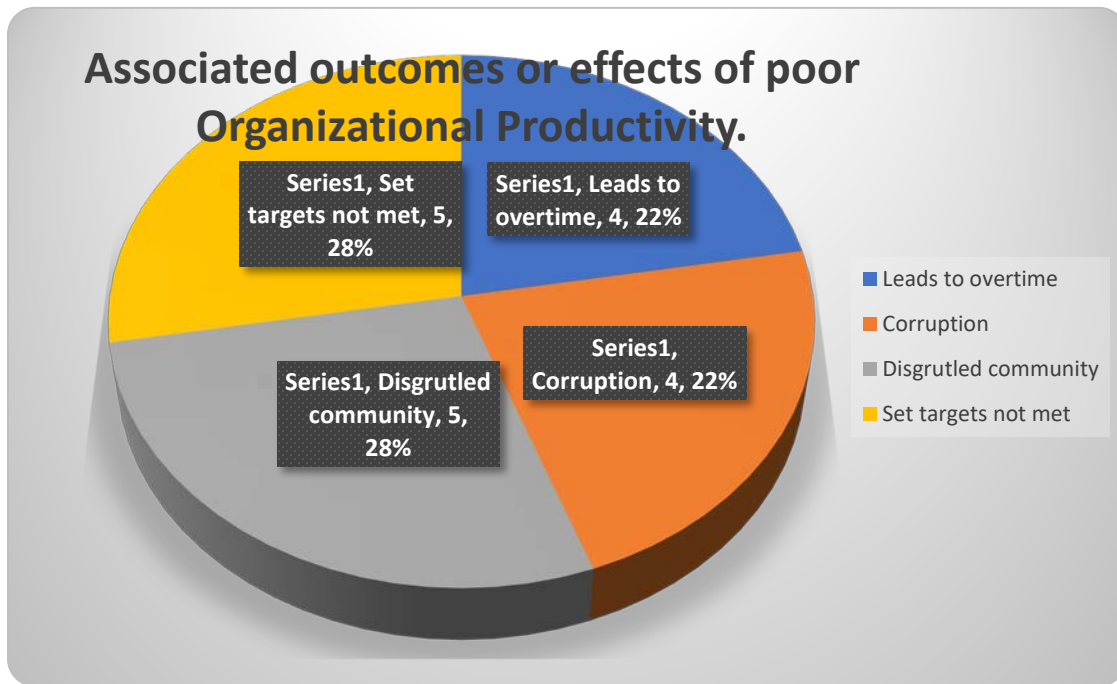
Table 19

Consequences of Performance Management System Deficiencies

Code 1	Leads to overtime
Code 2	Corruption
Code 3	Disgruntled community members
Code 4	Set targets not met

Figure 15

Results of associated outcomes of poor organizational productivity at Gaborone



Results show that the top management members of Gaborone City Council are of the opinion that the most common perceived effects of poor productivity at the council are: set targets not met, disgruntled community members, corruption and overtime. With each at 28%, both set targets not met and disgruntled community members were the most raised effects of poor productivity at the council. Corruption and overtime are 22% each.

Codes and Themes generated from the Interview: Question 3

As question 3, the top management was asked: How does the performance management system at Gaborone City Council affect organizational productivity? Table 20 shows a summary

of codes derived from interviewees' responses to question 3. Percentages of responses given by participants are represented in Figure 16.

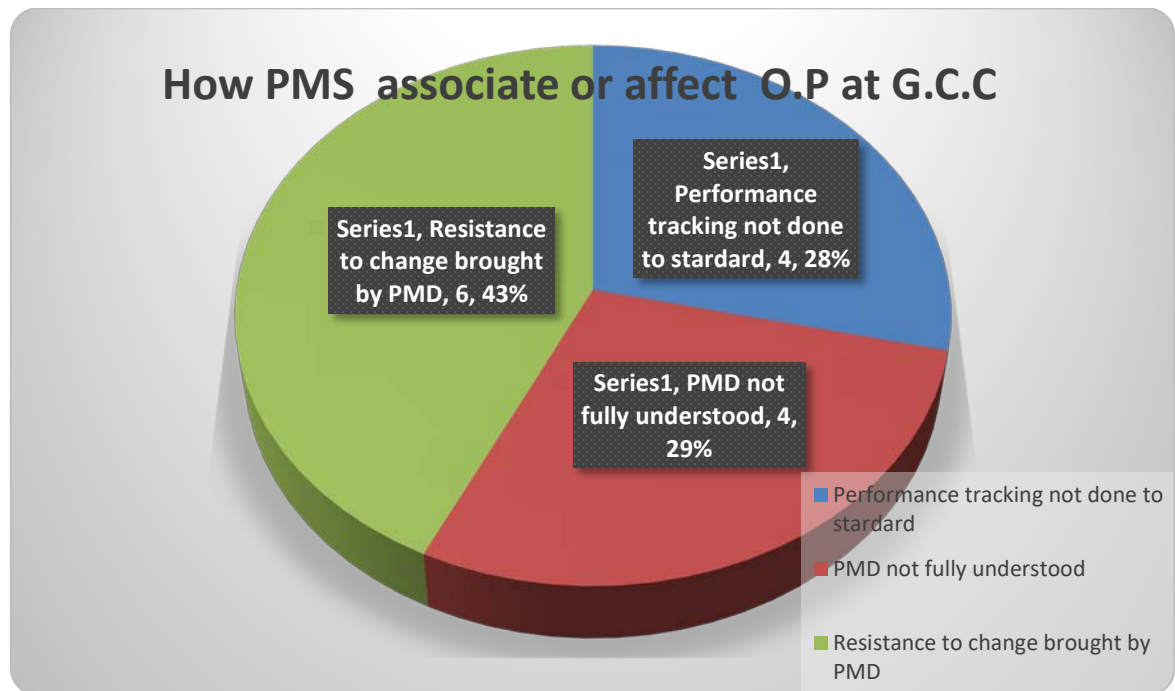
Theme 3: How Performance Management System practices affects organizational productivity at Gaborone City Council

Table 20

How performance management associate or affects organizational productivity

Code 1	Performance tracking is not done to standard
Code 2	Performance Management and Development not fully understood
Code 3	Resistance to change brought by PMD (Performance Management and Development)

Figure 16 *How performance management associate or affects organizational productivity*



Results show that 43% of responses given by the top management on how the performance management system at Gaborone city council impacts the organizational productivity, are explaining that there is resistance by employees to change brought about by the new performance management and development (PMD) system. 29% of responses were of the opinion that the new performance management and development system is not fully understood by the council employees. Followed by 28% of responses who were of the opinion that performance tracking is not done to acceptable standards.

Codes and Themes generated from the Interview: Question 4

The fourth question of the interview instrument that the top management members were asked was: How can the performance management system be improved at Gaborone City Council?

Table 21 provides a summary of the codes derived from the fourth question responses. Percentages of responses given by participants are represented in Figure 17.

Theme 4: How can the Performance Management System be improved Gaborone City Council.

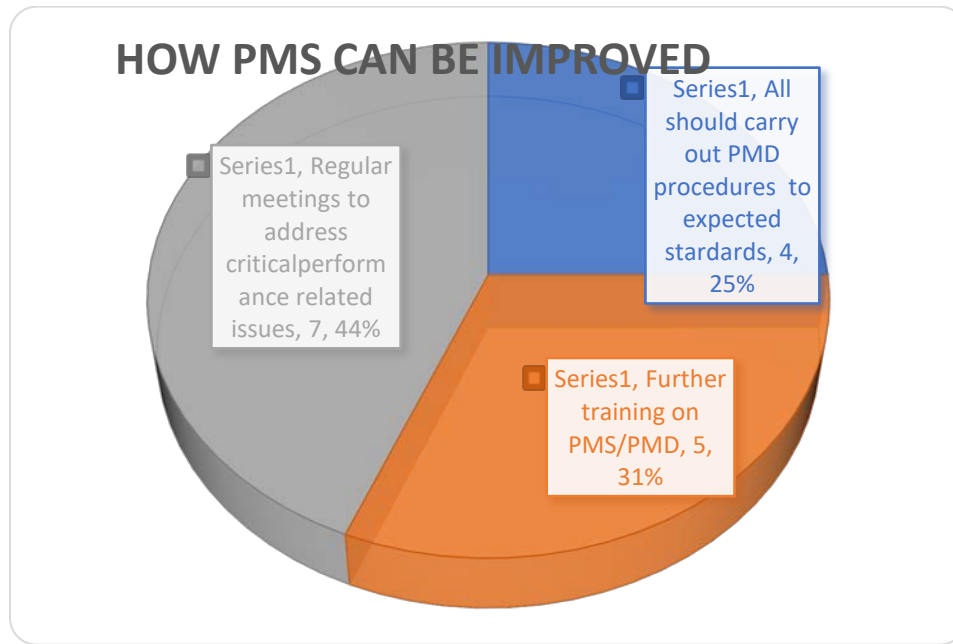
Table 21

How performance management can be improved

Code 1	All should carry out Performance Management Development procedures to expected standards
Code 2	Further training on Performance Management Systems or Performance Management Development
Code 3	Regular meetings to address critical performance related issues

Figure 17

How performance management can be improved



Results have shown that 44% of responses from the top management agree that to improve the performance management system at the council there is need for regular meetings to address critical performance related issues. 31% of responses show need for further training on PMS/PMD to improve the performance management system. Lastly 25% show that to improve the performance management system, all should carry out PMD (Performance Management and Development) to expected standards.

Evaluation of Findings

A brief evaluation of results and their meaning has been provided. The aim of the study was to investigate the impact of the performance management system on organizational

productivity at Gaborone City Council. In light of research objectives and hypotheses, the following section evaluates of results. The author has taken into account the current literature to explain results including any unexpected or contradictory results.

Research Objective 1 and Hypotheses.

Research Objective 1: To establish barriers to effective performance management systems impact productivity at Gaborone City Council?

Research Question 1: How do barriers to effective performance management systems impact productivity at Gaborone City Council?

H1_a: There is a significant relationship between Barriers to effective performance management systems and poor organizational productivity.

H1₀: There is a significant relationship between Barriers to effective performance management systems and poor organizational productivity.

Ten (10) sub hypotheses have been utilized to determine barriers to effective performance management systems impact productivity at Gaborone City Council?

H1.1_a: There is a **positive significant relationship** between lack of managerial support and poor organizational productivity.

H1.1₀: There is no **positive significant relationship** between lack of managerial support and poor organizational productivity

H1.2_a: There is a **positive significant relationship** between lack of vital skills and poor organizational productivity.

H1.2₀: There is No positive significant relationship between Barriers to effective performance management systems and poor organizational productivity.

H1.3_a: There is a **positive significant relationship** between unconducive work environments and poor organizational productivity.

H1.3₀: There is No **positive significant relationship** between unconducive work environments and poor organizational productivity.

H1.4_a: There is a **positive significant relationship** between low motivational level of employees and poor organizational productivity.

H1.4₀: There is No **positive significant relationship** between low motivational level of employees and poor organizational productivity

H1.5_a: There is a **positive significant relationship** between limited funds and poor organizational productivity.

H1.5₀: There is No **positive significant relationship** between limited funds and poor organizational productivity.

Barriers to effective Performance Management System (Factors associated with poor organisational productivity)

With respect to factors associated with poor organizational productivity at Gaborone City Council, Figure 10 shows that 48.6% strongly agreed that one of the causes of poor organizational productivity at G.C.C is low motivational level of employees, 33.8% agreed,

12.2% moderately agreed, 2.7% are neutral or did not state their opinion, while 1.4% moderately disagreed that indeed low motivational level of employees lead to poor organisational productivity. Based on Herzberg's two factor theory, motivational related factors have a negative influence on the job satisfaction of employees and eventually lead to poor organizational productivity if not addressed (Alshmemri et.al, 2017). As a major cause of poor organizational productivity at Gaborone City council, results show that a significant percentage of employees are not motivated to perform their duties.

The other visible spike was depicted in the 45.9% that agreed that lack of funds is one of the causes of poor organisational productivity at GCC, followed by 25.5% who strongly agreed, and 23% moderately agreed to the assertion. In the same light, 44.6% moderately agreed that a lack of skills leads to poor organisational productivity, 27% also agreed with the statement, while 18.9% of the respondents seem to be undecided as to what causes poor organisational productivity. Pertaining to the unconducive working environment, 37.8% strongly agreed, 32.4% moderately agreed and 25.7 % agreed that unconducive working environment causes poor organisational productivity. As for the lack of managerial support, a significant percentage of 39.2% respondents agreed that it is the cause of poor organisational productivity, 44.6% moderately agreed and 27% agreed. Such findings concur with the goal setting theory which states that the managers should support or enhance productivity through consistent provision of strategic objectives and goals which the organization is expected to realize if it is regarded effective in its productivity (Jeong, et al 2021).

Correlation analysis for causes of poor organizational productivity in GCC was carried out as shown by Table 5. The bivariate correlations analysis involved pairing of factors perceived as possible causes of poor organizational productivity. All factors paired as possible causes of poor organizational productivity at Gaborone City Council proved to have statistical significance and a positive association at various levels of strength. It can therefore be said that such results, which are supported by Herzberg two factor theory (Alshmemri et.al.2017 & Thant and Chang, 2020), communicate that all the factors under the bivariate correlation analysis contribute to poor organizational productivity at Gaborone City Council. According to Herzberg two factor theory, hygiene factors which are factors closely associated with the working environment employees are exposed to include work conditions, equipment or machinery, supervision or management practices, salary, work security, interpersonal relationships (Thant and Chang, 2020).

b) Sub hypothesis utilized to determine barriers to effective Performance Management System on organizational productivity at Gaborone City Council;

*H1.1_a: There is a **positive significant** relationship between lack of managerial support and poor organizational productivity.*

Results show that indeed there is significant relationship between lack of managerial support and poor organizational productivity. Hence the sub hypothesis is accepted.

*H1.1₀: There is **No positive significant** relationship between lack of managerial support and poor organizational productivity.*

The sub hypothesis is rejected.

*H1.2_a: There is a **positive significant** relationship between lack of vital skills to carry out duties and poor organizational productivity.*

There is a statistical significant relationship between lack of vital skills and poor organizational productivity. The sub hypothesis is therefore acceptable.

*H1.2₀: There is **No positive significant** relationship between lack of vital skills to carry out duties and poor organizational productivity*

The sub hypothesis is accepted.

*H1.3_a: There is a **positive significant** relationship between poor organizational productivity and failure to realize set targets.*

There is a positive significant relationship between poor organizational productivity. The sub hypothesis is therefore accepted.

*H1.3₀: There is **No positive significant** relationship between poor organizational productivity and failure to realize set targets.*

The sub hypothesis is rejected

*H1.4_a: There is a **positive significant** relationship between poor organizational productivity and need for rework.*

There is a positive significant relationship between poor organizational productivity and need for rework. The sub hypothesis is accepted.

*H1.4₀: There is **No positive significant** relationship between poor organizational productivity and need for rework.*

The sub hypothesis is rejected.

*H1.5_a: There is a **positive significant** relationship between poor organizational productivity and customers who are unhappy and disappointed.*

There is a significant relationship difference between poor organizational productivity and customers who are unhappy at 5% significant level. The sub hypothesis is therefore accepted.

*H1.5₀: There is **No positive significant** relationship between poor organizational productivity and customers who are unhappy and disappointed.*

The sub hypothesis is rejected.

The coefficient of determination was found to be $R^2 = 0.240$. All the predictor variables are statistically significant and play an important role in explaining the dependent variable 'Causes of poor organizational productivity'. This implies that the predictor or independent variables account to 24% of the 'Causes poor organizational productivity' as the dependent variable. These predictor variables are: Lack of funds, Lack of vital skills, Lack of managerial support, Unconducive working environment, Low motivational level of employees. This further implies that the remaining 76% of the variation is explained by other variables that are not necessary in the model and were not part of this study.

Research Objective 2 and hypothesis

Research Objective 2: To investigate how poor productivity is associated with the consequences of performance management system deficiencies at Gaborone City Council?

Research Question 2: How is productivity associated with the consequences of performance management system deficiencies at Gaborone City Council?

H2_a: There is a significant relationship between poor organizational productivity at Gaborone City Council and the consequences of performance management system deficiencies.

H2₀ : There is No significant relationship between poor organizational productivity at Gaborone City Council and the consequences of performance management system deficiencies

Ten (10) sub hypotheses have been utilized to determine associated consequences of performance management system deficiencies on organizational productivity at Gaborone City Council;

H2.1_a: There is a positive significant relationship between poor organizational productivity and extra costs incurred

H2.1₀: There is No positive significant relationship between poor organizational productivity and extra costs incurred

H2.2_a: There is a positive significant relationship between poor organizational productivity and tarnished organization's image and reputation.

H2.2₀: There is No positive significant relationship between poor organizational productivity and tarnished organization's image and reputation.

H2.3_a: There is a positive significant relationship between poor organizational productivity and failure to realize set targets.

H2.3₀: There is No positive significant relationship between poor organizational productivity and failure to realize set targets.

H2.4_a: There is a positive significant relationship between poor organizational productivity and need for rework.

H2.4₀: There is No positive significant relationship between poor organizational productivity and need for rework.

H2.5_a: There is a positive significant relationship between poor organizational productivity and customers who are unhappy and disappointed.

H2.5₀: There is No positive significant relationship between poor organizational productivity and customers who are unhappy and disappointed

Consequences of Performance Management System deficiencies (Associated outcomes of poor organisational productivity at Gaborone City Council)

The results show that 41.9% of the respondents have pointed out that they agree that the organisation incurs extra costs due to low organisational productivity. 27% of them have moderately agreed and 25.7% strongly agreed. According to Asadi, Wilkinson and Rotimi, (2021), in the event that organisations fail to perform to the client's expectations because of its poor organizational productivity, the company is forced to do the work again at its cost to prevent losing business in the future. As regards to failure to realize set targets as a result of low organisational productivity, 39.2% of the majority of respondents, agreed that it is true, 36.5% of respondents strongly agreed, whereas 20.3% moderately agreed. Such results reflect organisational inefficiency as shown by the study's conceptual framework which indicates that efficiency is more about how tasks are carried out, in the right way and within an acceptable time frame. According to Tchapert (2013), organizational efficiency as cited in Smith (1995) states

that efficiency in an organization is all about how tasks are carried out, in the right way and within acceptable timeframe.

Based on the correlation analysis displayed by Table 6, there is a cordial association between most of the variables the researcher chose to assess 'Associated factors of low organisational productivity in G.C.C. The pairing of 'the organization's image and reputation are tarnished versus the organization incur extra costs' revealed a positive strength of 62.9%. Gaborone City Council's organization's image and reputation could potentially be tarnished and the council also incurs extra costs as a result of poor organizational productivity. Another visible spike is between 'there is failure to realize set targets and there is need for to rework' with a strength of 68% and at 1% level of significance. It therefore be said that results reveal that the quality of services which is sub-standard at Gaborone City council leads to poor organizational productivity as identified by the study's conceptual framework as key variable or measure in an organizational productivity.

Sub Hypothesis utilised to determine the *Associated consequences of Performance Management System deficiencies* on organizational productivity at Gaborone City Council.

*H2.1_a: There is a **positive significant** relationship between poor organizational productivity and extra costs incurred.*

There is no positive significant relationship between poor organizational productivity and extra costs incurred. It can therefore be said that the sub hypothesis has to be rejected.

*H2.1₀: There is **No positive significant** relationship between poor organizational productivity and extra costs incurred.*

The sub hypothesis is accepted.

*H2.2_a: There is a **positive significant** relationship between poor organizational productivity and tarnished organization's image and reputation*

There is no positive significant relationship between poor organizational productivity and tarnished organization's image and reputation. The sub hypothesis is rejected.

*H2.2₀: There is **No positive significant** relationship between poor organizational productivity and tarnished organization's image and reputation*

The sub hypothesis is accepted.

*H2.3_a: There is a **positive significant** relationship between poor organizational productivity and failure to realize set targets.*

There is a positive significant relationship between poor organizational productivity. The sub hypothesis is therefore accepted.

*H2.3₀: There is **No positive significant** relationship between poor organizational productivity and failure to realize set targets.*

The sub hypothesis is rejected.

*H2.4_a: There is a **positive significant** relationship between poor organizational productivity and need for rework.*

There is a positive significant relationship between poor organizational productivity and need for rework. The sub hypothesis is accepted.

*H2.4₀: There is a **positive significant** relationship between poor organizational productivity and need for rework.*

The sub hypothesis is rejected.

H2.5_a: There is a positive significant relationship between poor organizational productivity and customers who are unhappy and disappointed.

There is a significant relationship difference between poor organizational productivity and customers who are unhappy at 5% significant level. The sub hypothesis is therefore accepted.

H2.5_a: There is a positive significant relationship between poor organizational productivity and customers who are unhappy and disappointed.

The sub hypothesis is rejected.

The coefficient of determination was found to be at a value of $R^2 = 0.123$. Such a figure communicates that all the variables used in the in model explain only 12.3 % of variation in the dependent variable. The remaining percentage cannot be accounted for by the model.

Research Objective 3 and hypothesis

Research Objective 3: To assess the relationship between performance management system practices and productivity at Gaborone City Council?

Research Question 3: What is the relationship between performance management system practices and productivity at Gaborone City Council?

H3_a: There is a significant relationship between performance management system practices and organizational productivity at Gaborone City. Council.

H3₀: There is No significant relationship between performance management system practices and organizational productivity at Gaborone City. Council.

Twenty(20) sub hypotheses have been utilized to determine the how performance management system practices associate with organizational productivity at Gaborone City Council

H3.1_a: There is a **positive significant relationship** between awareness by employees of what is expected from them and organizational productivity.

H3.1₀: There is No **positive significant relationship** between awareness by employees of what is expected from them and organizational productivity.

H3.2_a: There is a **positive significant relationship** between coaching and mentoring of employees and organizational productivity.

H3.2₀: There is No **positive significant relationship** between coaching and mentoring of employees and organizational productivity.

H3.3_a: There is a **positive significant relationship** between training and development of employees and organizational productivity.

H3.3₀: There is No **positive significant relationship** between training and development of employees and organizational productivity

H3.4_a: There is a **positive significant relationship** between improved communication and coordination in the organization and organizational productivity.

H3.4₀: There is No **positive significant relationship** between improved communication and coordination in the organization and organizational productivity.

H3.5_a: There is a **positive significant relationship** between trustworthy and reliable performance measurement instruments and organizational productivity

H3.5₀: There is No **positive significant relationship** between trustworthy and reliable performance measurement instruments and organizational productivity

H3.6_a: There is a **positive significant relationship** between strategic alignment of company goals to those of employees and organizational productivity.

H3.6₀: There is No **positive significant relationship** between strategic alignment of company goals to those of employees and organizational productivity.

H3.7_a: There is a **positive significant relationship** between performance measures which are easily understood and organizational productivity

H3.7₀: There is No **positive significant relationship** between performance measures which are easily understood and organizational productivity

H3.8_a: There is a **positive significant relationship** between regular performance reviews and feedback and organizational productivity.

H3.8₀: There is No **positive significant relationship** between regular performance reviews and feedback and organizational productivity.

H3.9_a: There is a **positive significant relationship** between collaboration or teamwork and organizational productivity.

H3.9₀: There is No **positive significant relationship** between collaboration or teamwork and organizational productivity.

H3.10_a: There is a **positive significant relationship** between trust within supervisor and supervisee and organizational productivity.

H3.10₀: There is No **positive significant relationship** between trust within supervisor and supervisee and organizational productivity

How Performance Management System practices are associated with organisational productivity at Gaborone City Council

On the aspect of how performance management system affects organizational productivity at the city council, results from Figure 12 show that a significant percentage of 55.4% strongly disagreed there is any form of coaching and mentoring that promotes organizational productivity. Such results support the goal setting theory which emphasizes the need for coaching and mentoring to provide feedback on strategic objectives and goals to improve or enhance productivity in a strategic manner (Williams, 2018). Results also showed that 51.4% of respondents disagreed that there is training and development that improves organizational productivity. According to Ladinsky (2015), provision of continuous training, technical guidance and employee development improves the efficiency of a performance management system in upgrading productivity in an organization. Such results conquer with Ladinsky's statement. The organizational staff members become more productive with time if their skills keep on improving. Results also show that 40.5 % of the respondents disagreed that employees are made aware of what is expected from them for the organization to be productive. Such results are supported by the goal setting theory which emphasis the importance of ensuring that employees understand what is expected from them so that they can strategically contribute to the organization's strategic goal.

Correlation analysis on how Performance Management System affects organizational productivity at GCC was carried out as shown by Table 7. The bivariate correlations analysis involved the pairing of factors or possible ways used to assess how the Performance Management System affects the organizational productivity in GCC.

An association between ‘There is coaching and mentoring that enhances organizational productivity and Employees are made aware of what is expected from them for the organization to be productive’, these two variables have a strong association of 77.2% and are statistically significance at the 1% level. The other important association between ‘There is improved communication and coordination making the organization productive and There is coaching and mentoring that enhances organizational productivity’, showed a good association strength of 61.6% and statistical significance of 1%. Such results support the Scientific Management theory which according to Turan (2015), there is always the best way to address business affairs to enhance efficiency in modern management science as far production processes are concerned.

Hypotheses utilised to determine how Performance Management System associate with organizational productivity at Gaborone City Council

*H3.1_a: There is a **positive significant** relationship between awareness by employees of what is expected from them and organizational productivity.*

There is no statistical significant relationship between awareness by employees of what is expected from them by the organization and organizational productivity. The hypothesis is therefore rejected.

H3.1₀: There is No positive significant relationship between awareness by employees of what is expected from them and organizational productivity.

The hypothesis is accepted.

H3.2_a: There is a positive significant relationship between coaching and mentoring of employees and organizational productivity

There is a statistical significant relationship between coaching and mentoring of employees and organizational productivity. The hypothesis is accepted.

H3.2₀: There is No positive significant relationship between coaching and mentoring of employees and organizational productivity

The hypothesis is rejected.

H3.3_a: There is a positive significant relationship between training and development of employees and organizational productivity.

There is no statistical significant relationship between training and development of employees and organizational productivity. The hypothesis is rejected.

H3.3₀: There is No positive significant relationship between training and development of employees and organizational productivity.

The hypothesis is accepted.

H3.4_a: There is a positive significant relationship between improved communication and coordination in the organization and organizational productivity.

There is no statistical significant relationship between improved communication and coordination in the organization and organizational productivity. The hypothesis is rejected.

H3.4_a: There is No positive significant relationship between improved communication and coordination in the organization and organizational productivity.

The sub hypothesis is accepted.

H3.5_a: There is a positive significant relationship between trustworthy and reliable performance measurement instruments and organizational productivity.

There is no statistical significant relationship between trustworthy and reliable performance measurement instruments and organizational productivity. The hypothesis is rejected.

H3.5₀: There is No positive significant relationship between trustworthy and reliable performance measurement instruments and organizational productivity.

The hypothesis is rejected.

H3.6_a: There is a positive significant relationship between strategic alignment of company goals to those of employees and organizational productivity.

There is statistical significance relationship between strategic alignment of company goals to those of employees and organizational productivity. The sub hypothesis is accepted.

H3.6₀: There is No positive significant relationship between strategic alignment of company goals to those of employees and organizational productivity.

The sub hypothesis is rejected.

H3.7_a: There is a positive significant relationship between performance measures which are easily understood and quantified and organizational productivity.

There is a statistical significant relationship between performance measures which are easily understood and quantified and organizational productivity. The sub hypothesis is accepted.

H3.7₀: There is No positive significant relationship between performance measures which are easily understood and quantified and organizational productivity

The sub hypothesis is rejected.

H3.8_a: There is a positive significant relationship between regular performance reviews and feedback and organizational productivity.

There is a statistical significant relationship between regular performance reviews and feedback and organizational productivity. The sub hypothesis is accepted.

H3.8₀: There is a positive significant relationship between regular performance reviews and feedback and organizational productivity.

The sub hypothesis is rejected.

H3.9_a: There is No positive significant relationship between collaboration or teamwork and organizational productivity.

There is no statistical significant relationship between collaboration or team work and organizational productivity. The sub hypothesis is rejected.

H3.9₀: There is No positive significant relationship between collaboration or teamwork and organizational productivity

The sub hypothesis is accepted

H3.10_a: There is a positive significant relationship between trust within supervisor and supervisee and organizational productivity

There is a positive statistical significant relationship between trust between supervisor and supervisee and organizational productivity. The hypothesis is accepted.

H3.10₀: There is a positive significant relationship between trust within supervisor and supervisee and organizational productivity

The sub hypothesis is rejected.

The coefficient of determination R^2 was found to be , communicating that only 13.7 % of variation in the dependent variable 'PMS can be improved' is accounted for in the model by the array of independent variables. The independent variables being: 'Trust between supervisor and supervisee, Develop performance measures, There is need for strategic alignment, Regular performance reviews and feedback, Encourage collaboration'. The proportion that is left

unaccounted for, which is 86.3% could be explained by other factors or variables which are not part of this study to determine how PMS can be improved.

Research Objective 4, Research Question 4

Research Objective 4: To evaluate how performance management system can be improved at Gaborone city council.

Research Question 4: How performance management system at Gaborone City Council can be improved.

How PMS can be improved Gaborone City Council

Results from Figure 13 show that significant percentages of responses regarding the suggested improvement that can be made on the currently used Performance Management System range from strongly agree to agree. Results support that to improve Performance Management System at Gaborone City Council there is need for: development of performance measures, collaboration, trust between supervisor and supervisee, strategic alignment, regular performance reviews and feedback. Such results are further supported by the study's conceptual framework which acknowledges that a sound, effective and efficient performance management system is driven by such factors. Similarly, the correlation analysis also shows that almost all factors paired indicate that they have an association and statistically significant. One can therefore say such results will go a long way in helping G.C.C in decision making as regards to how Performance Management System can be improved and ultimately improve productivity in the organisation.

Qualitative Analysis

A total of 9 interviews was performed with the top management staff of Gaborone City Council to capture qualitative data. The interview instrument comprised of four open ended questions. Thematic data analysis method was applied in the study.

Theme 1: Main causes or factors associated with poor organizational productivity at Gaborone City Council.

Respondents came up with 6 major sources or causes of poor productivity within the council. Low morale of employees was the most frequently raised cause of poor productivity at 26%, followed by budgetary constraints at 19% and unattended welfare issues at 18%. Lack of resources is at 15%. Figure 14 shows that lack of collaboration between heads of departments and lack of departmental meetings are each at 11% as sources of poor organizational productivity at Gaborone City Council. Herzberg two factor theory which has been adopted in the study also confirms or justifies that hygiene factors which are linked to the working environment employees are exposed to include a number of factors. Such factors include work conditions, equipment or machinery, supervision or management practices, salary, work security, interpersonal relationships may cause poor productivity (Thant and Chang, 2020). It can therefore be said that some hygiene related factors are the root cause of poor organizational productivity at Gaborone City Council.

Theme 2: Associated outcomes or Effects of poor organizational productivity at Gaborone City Council.

For question 2 of the interview, managers were asked what are the possible effects of poor organizational productivity at Gaborone City Council? Results from the interview reveal that the top management members of Gaborone City Council are of the opinion that the most common effects of poor productivity at the council are: set targets not met, disgruntled community members, corruption and overtime. Both set targets not met and disgruntled community members were the most raised effects of poor productivity at the council scored 28% each. Corruption and overtime are 22% each. Such results can be linked to organisational inefficiency as shown by the study's conceptual framework which argues that efficiency is more about how tasks are carried out, in the right way and within an acceptable time frame. Set targets not met and disgruntled community members, corruption and overtime imply that organizational tasks or activities are not performed in the right manner and within an acceptable time frame thus compromising the organizational efficiency.

Theme 3: How does the Performance Management System associate or affects organizational productivity at Gaborone City Council.

Top management was asked; how does the performance management system at Gaborone City Council affect organizational productivity? Results showed that 43% of responses given by the top management on how the performance management system at Gaborone city council impacts the organizational productivity, declare that there is resistance by employees to change brought about by the new performance management and development (PMD) system and as a result, the

system is not yielding the expected positive impact on organisational productivity. 29% of responses state that the new performance management and development system is not fully understood by the council employees to result in the expected positive impact on the organisational productivity. Followed by 28% of respondents who were of the opinion that performance tracking is not done to acceptable standards, hence the performance management system does not yield the expected results on performance. Such results support the study's conceptual framework which indicates that a sound, effective and efficient performance management system is driven by factors such as performance tracking and thorough understanding of the used performance management system.

Theme 4: How can the Performance Management System be improved Gaborone City Council.

The top management members were asked; How can the performance management system be improved at Gaborone City Council. Results showed that 44% of the top management strongly felt that to improve performance management system at the council there should be regular meetings to address critical performance related issues. It is argued based on the study's conceptual framework that to improve performance management systems, there should be regular performance reviews and feedback provided to the staff. Hence such results are supported by the study's conceptual framework. Results also showed that some managers who made 31% of responses were of the position that there is need for further training on PMS/PMD to improve performance management system. Lastly 25% showed that to improve performance management system, all should carry out PMD (Performance Management and Development) to expected standards. Such results are supported by the conceptual framework

and Fatile (2014) who described performance management system as an ongoing operation that is expected to continuously improve performance, service delivery and productivity within the organization through a system with clearly stipulated expected results and performance standards understood by all employees. High Performance Work Management System also prioritize team effort, employee involvement, training or development and cooperation as employees at Gaborone City Council work towards a common goal. Such an atmosphere improves productivity which is the ultimate goal for Gaborone City Council.

Summary

The chapter started by discussing the trustworthiness of results. The researcher explained how issues of uncertainty, risks and trust have been addressed to ensure the trustworthiness of the data used in the study. Trustworthiness of the collected data is important to readers as it builds confidence and trust on the captured information. An assurance on the trustworthiness of the data has been made from the dimensions of credibility, dependability, confirmability and transferability of the captured data. The chapter has discussed how the credibility of the study has been conducted so that the captured data reflects the actual problem being studied. Starting with the sampling, the researcher had to ensure that the sample size is big enough to possess the characteristics of the population under investigation. Since the population studied was small, the researcher employed total sampling to ensure that all characteristics of the population are reflected in the sample. As for dependability the chapter has also explained how the dependability of the captured data was taken care of in the study. The fact that the research procedure was documented, and research findings were duplicable if performed under similar

conditions, made the data captured dependable and therefore trustworthy. The chapter has also explained how confirmability of research data has been addressed. For confirmability to be addressed adequately, drawn interpretations and conclusions should be strictly from the data used in the study and not from the researcher's personal thoughts and interests. To ensure confirmability, the investigator solely used the collected information to address research questions and hypotheses of the study without any bias or external motivation. Conclusions drawn were strictly informed by findings of the study to the extent that the research procedures can be repeated and verified by other investigators. It is therefore important at all times that when addressing issues of confirmability with regard to trustworthiness, that interpretations and inferences made should be from the research data and no personnel interest or biasness. The chapter also discussed how transferability of research data was attained. It is important according to the concept of transferability, that the extent to which research findings from the study are applicable to other studies is known.

The chapter has also explained the validity and reliability of the research data used in the study. Credibility of inferences drawn from research data is highly dependent on the reliability and validity of research results. The fact that both quantitative and qualitative research approaches were employed in the study, the two methods compensated each other thus improving the credibility of the captured data. The collected data has proven to be valid because it is focused on the performance management system and how it is related to productivity at Gaborone city council. As for reliability the chapter has discussed how the data can be used over and over again

and still yield consistent outcomes especially by other councils. The Cronbach's alpha reliability was also used to examine the degree to which the instrument achieved what it purports to measure.

Results have been presented in the chapter without providing explanations in terms of interpretations and speculations. The use of descriptive statistics has been employed whereby there is calculation of means, totals, and standard deviations, minimum and maximum. Histograms, bar charts and pie charts have been shared in the presentation of the captured data. The study has used SPSS Version 25.0 to process data following a Likert type scale that was used in the questionnaire instrument. The processing of such information involved data editing, entering and running of all expected and appropriate analysis in pursuit of the study's research objectives and questions.

The Coefficient of variation (CoV) in the descriptive statistics section helped us observe the ratio of the standard deviation towards the mean and has been employed to inform the study on the pattern of variability which was found to be almost consistent when compared to the mean.

Quantitative Analysis

The response rate was found to be 73% of the middle and bottom team of managers. Only 74 out of the targeted sample of 101 took part in the study. Since it was important for the study to have an idea of the type of participants that were taking part in the questionnaire, information on the demographic characteristics of respondents was displayed.

Captured data has been analyzed and evaluated in light of research objectives, research questions and hypotheses. Relevant literature where applicable has been used to explain results including any unexpected or contradictory results in the evaluation.

Research Objective 1, Research Question 1 hypothesis and supporting hypotheses

Research Objective 1: To establish factors associated with poor productivity at Gaborone city council.

Research Question 1: What are factors associated with poor productivity at Gaborone City Council.

H1_a: There is a significant relationship between Barriers to effective performance management systems and poor organizational productivity.

H1₀: There is No significant relationship between Barriers to effective performance management systems and poor organizational productivity.

H1.1_a: There is a **positive significant relationship** between lack of managerial support and poor organizational productivity.

H1.1₀: There is no **positive significant relationship** between lack of managerial support and poor organizational productivity

H1.2_a: There is a **positive significant relationship** between lack of vital skills and poor organizational productivity.

H1.2₀: There is No positive significant relationship between Barriers to effective performance management systems and poor organizational productivity.

H1.3_a: There is a **positive significant relationship** between uncondusive work environments and poor organizational productivity.

H1.3₀: There is No **positive significant relationship** between uncondusive work environments and poor organizational productivity.

H1.4_a: There is a **positive significant relationship** between low motivational level of employees and poor organizational productivity.

H1.4₀: There is No **positive significant relationship** between low motivational level of employees and poor organizational productivity

H1.5_a: There is a **positive significant relationship** between limited funds and poor organizational productivity.

H1.5₀: There is No **positive significant relationship** between limited funds and poor organizational productivity.

Barriers to effective Performance Management System on organizational productivity (Factors associated with poor organisational productivity)

Results presented in the chapter have revealed that with regard to factors associated with causes poor organizational productivity at Gaborone City; low motivational level of employees, lack of funds, lack of vital skills to carryout duties, lack of managerial support, unattended welfare issues and lack of managerial support were highly rated as the leading causes of unsatisfactory performance at the city council as shown by Figure 10. Such an outcome was

explained further by Herzberg two factor theory which insist that if motivational and hygiene factors that are not addressed adequately, they end up organizational productivity negatively.

Correlation analysis for causes of poor organizational productivity in GCC was performed and results shown by Table 5. Results from the bivariate correlations analysis which involved pairing of factors perceived as possible causes of poor organizational productivity proved that all suggested factors have statistical significance and a positive association at various levels of strength.

Hypothesis testing results on hypotheses used to determine barriers to effective PMS (factors associated with poor organizational productivity) at Gaborone City Council were found to be as follows;

H1_a: There is a significant relationship between Barriers to effective performance management systems and poor organizational productivity.

The hypothesis has been accepted.

H1₀: There is No significant relationship between Barriers to effective performance management systems and poor organizational productivity.

The hypothesis was rejected.

Research Objective 2, Research Question 2, hypothesis and supporting sub hypotheses

Research Objective 2: To investigate how poor productivity is associated with the consequences of performance management system deficiencies at Gaborone City Council?

Research Question 2: What are the associated outcomes of poor productivity at Gaborone City council.

H2_a: There is a significant relationship between poor organizational productivity at Gaborone City Council and the consequences of performance management system deficiencies.

H2₀ : There is No significant relationship between poor organizational productivity at Gaborone City Council and the consequences of performance management system deficiencies

Ten (10) sub hypotheses have been utilized to determine associated consequences of performance management system deficiencies on organizational productivity at Gaborone City Council;

H2.1_a: There is a positive significant relationship between poor organizational productivity and extra costs incurred

H2.1₀: There is No positive significant relationship between poor organizational productivity and extra costs incurred

H2.2_a: There is a positive significant relationship between poor organizational productivity and tarnished organization's image and reputation.

H2.2₀: There is No positive significant relationship between poor organizational productivity and tarnished organization's image and reputation.

H2.3_a: There is a positive significant relationship between poor organizational productivity and failure to realize set targets.

H2.3₀: There is No positive significant relationship between poor organizational productivity and failure to realize set targets.

H2.4_a: There is a positive significant relationship between poor organizational productivity and need for rework.

H2.4₀: There is No positive significant relationship between poor organizational productivity and need for rework.

H2.5_a: There is a positive significant relationship between poor organizational productivity and customers who are unhappy and disappointed.

H2.5₀: There is No positive significant relationship between poor organizational productivity and customers who are unhappy and disappointed

Consequences of P.M.S deficiencies (Associated outcomes of poor organisational productivity) at Gaborone City Council

Presented results reflect that respondents mostly rated associated outcomes of poor organizational productivity at Gaborone City Council as; disgruntled community, set targets not met, need for rework, corruption, tarnishing of organization's image and the organization incur extra costs.

Correlation analysis displayed by Table 6 revealed that there is a cordial association between most of the variables the researcher chose to assess as 'Effects of low organisational productivity in GCC'. Tarnishing of organization's image and reputation versus the organization incur extra costs showed a positive strength of 62.9%. There is failure to realize set targets versus there is need for to rework scored a positive association strength of 68% and level of significance of 1%.

Hypothesis testing results on hypothesis utilised to determine consequences of P.M.S deficiencies (associated outcomes of poor organisational productivity) at Gaborone City Council were as follows;

H2_a: There is a significant relationship between poor organizational productivity at Gaborone City Council and the consequences of performance management system deficiencies.

The hypothesis was partially accepted.

H2₀ : There is No significant relationship between poor organizational productivity at Gaborone City Council and the consequences of performance management system deficiencies.

The hypothesis is partially rejected

Research Objective 3, Research Question 3 and supporting hypotheses

Research Objective 3: To determine how performance management system associate with organizational productivity in Gaborone city council.

Research Question 3: How does performance management system associate with organizational productivity at Gaborone City Council.

H3_a: There is a significant relationship between performance management system practices and organizational productivity at Gaborone City. Council.

H3₀: There is No significant relationship between performance management system practices and organizational productivity at Gaborone City. Council.

H3.1_a: There is a **positive significant relationship** between awareness by employees of what is expected from them and organizational productivity.

H3.1₀: There is No **positive significant relationship** between awareness by employees of what is expected from them and organizational productivity.

H3.2_a: There is a **positive significant relationship** between coaching and mentoring of employees and organizational productivity.

H3.2₀: There is No **positive significant relationship** between coaching and mentoring of employees and organizational productivity.

H3.3_a: There is a **positive significant relationship** between training and development of employees and organizational productivity.

H3.3₀: There is No **positive significant relationship** between training and development of employees and organizational productivity

H3.4_a: There is a **positive significant relationship** between improved communication and coordination in the organization and organizational productivity.

H3.4₀: There is No **positive significant relationship** between improved communication and coordination in the organization and organizational productivity.

H3.5_a: There is a **positive significant relationship** between trustworthy and reliable performance measurement instruments and organizational productivity

H3.5₀: There is No **positive significant relationship** between trustworthy and reliable performance measurement instruments and organizational productivity

H3.6_a: There is a **positive significant relationship** between strategic alignment of company goals to those of employees and organizational productivity.

H3.6₀: There is No **positive significant relationship** between strategic alignment of company goals to those of employees and organizational productivity.

H3.7_a: There is a **positive significant relationship** between performance measures which are easily understood and organizational productivity

H3.7₀: There is No **positive significant relationship** between performance measures which are easily understood and organizational productivity

H3.8_a: There is a **positive significant relationship** between regular performance reviews and feedback and organizational productivity.

H3.8₀: There is No **positive significant relationship** between regular performance reviews and feedback and organizational productivity.

H3.9_a: There is a **positive significant relationship** between collaboration or teamwork and organizational productivity.

H3.9₀: There is No **positive significant relationship** between collaboration or teamwork and organizational productivity.

H3.10_a: There is a **positive significant relationship** between trust within supervisor and supervisee and organizational productivity.

H3.10₀: There is No **positive significant relationship** between trust within supervisor and supervisee and organizational productivity

How Performance Management System Practices associate with organisational productivity at Gaborone City Council.

On the issue of how performance management system affects organizational productivity at the city council, results showed the middle and bottom management strongly disagreed there is any form of coaching and mentoring that promotes organizational productivity, disagreed that there is training and development that improves organizational productivity, disagreed that employees are made aware of what is expected from them for the organization to be productive, performance tracking is not done to standard, Performance Management and Development not fully understood and there is resistance to change brought by PMD (Performance Management and Development).

Correlational analysis revealed that a strong association of 77.2% and are statistical significance at 1% level for the pairing of ‘There is coaching and mentoring that enhances organizational productivity’ versus ‘Employees are made aware of what is expected from them’. Another significant combination that demonstrated a good association strength of 61.6% and statistical significance of 1% was ‘There is improved communication and coordination making the organization productive’ versus ‘There is coaching and mentoring’.

b) Hypothesis testing results on hypothesis utilised to determine how performance management system practices associate with organizational productivity at Gaborone City Council were as follows;

H3_a: There is a significant relationship between performance management system practices and organizational productivity at Gaborone City. Council.

The hypothesis was partially accepted.

H3₀: There is No significant relationship between performance management system practices and organizational productivity at Gaborone City. Council.

The hypothesis was partially rejected.

Research Objective 4, Research Question 4

Research Objective 4: To evaluate how performance management can be improved at Gaborone city council.

Research Question 4: How performance management system at Gaborone City Council can be improved

How PMS can be improved Gaborone City Council

As far as how performance management system can be improved at Gaborone City Council, presented results show that respondents mostly rated improvements that can be made at Gaborone City Council as; development of performance measures, collaboration, trust

between supervisor and supervisee, strategic alignment, regular performance reviews and feedback.

Results presented on correlation analysis shows that almost all factors paired indicate that they have an association and are statistically significant. Such results will be helpful in decision making as far as to how Performance management system can be improved and ultimately improve productivity in the organisation.

Qualitative Analysis

A total of 9 interviews was performed on the top management staff of Gaborone City Council to capture qualitative data. The target was 15 top managers and only 9 respondents took part in the study. The response rate for the interview was found to be 63%. The interview instrument comprised of four open ended questions. Thematic data analysis method was applied in the study.

Theme 1: Main barriers of effective Performance Management System practices (causes or factors associated with poor organizational productivity) at Gaborone City Council.

Participants came up with 6 major causes of poor productivity within the council. Low morale of employees was the most frequently raised cause of poor productivity at 26%, followed by budgetary constraints at 19% and unattended welfare issues at 18%. Lack of resources is at 15%. Lack of collaboration between heads of departments and lack of departmental meetings are each at 11% as sources of poor organizational productivity at Gaborone City Council.

Theme 2: Consequences of Performance Management System deficiencies (Effects of poor organizational productivity at Gaborone City Council.)

Results from the interview revealed that both set targets not met and disgruntled community members were the most raised effects of poor productivity at the council scored 28% each. Corruption and overtime are 22% each.

Theme 3: How Performance Management System Practices associate or affects organizational productivity at Gaborone City Council.

Results showed that 43% of participants felt that there is resistance by employees to change brought about by the new performance management and development (PMD) system and as result the system is not yielding the expected positive impact on the organisational productivity. 29% of respondents were of the opinion that the new performance management and development system is not fully understood by the council employees to result in the expected positive impact on the organisational productivity. Followed by 28% of responses who were of the opinion that performance tracking is not done to acceptable standards hence the performance management system does not yield the expected results on performance.

Theme 4: How Performance Management System can be improved Gaborone City Council.

Results revealed that 44% of the top management strongly felt that to improve performance management system at the council there should be regular meetings to address critical performance related issues. Results also showed that some managers who made 31% of

responses were of the position that there is need for further training on PMS/PMD to improve performance management system. Lastly 25% showed that to improve performance management system, all should carry out PMD (Performance Management and Development) to expected standards.

CHAPTER 5

IMPLICATIONS, RECOMMENDATIONS AND CONCLUSIONS

Introduction

Despite the existence of a performance management system at Gaborone City Council, the council still continued to perform at unsatisfactory standards. Through its public servants the Botswana government is expected to provide a favorable atmosphere for its private sector to fully function at its best. It is therefore important for a country like Botswana to have sound and fruitful performance management systems in place that will enhance productivity in the public sector for country's economy to grow. From the 2017 report by The World Economic Forum's Global Competitiveness, analysis conducted placed Botswana at position 64 out of 138 countries because of its disturbing poor work ethics and bureaucracy (Sisa and Naidoo, 2017). The expectation is that, with a well-designed performance management system in place, organizational productivity will be enhanced in every organization. However, in the case of Gaborone City Council, regardless of having such a performance management system in place, organizational productivity within the organization is not satisfactory. Certain services which have to be frequently provided by the council end up taking longer than the expected set turnaround time.

The intension of this study was to establish the effect of the performance management system on organizational productivity in the case of Gaborone city council within the local government. With a mixed research approach, the research has provided an in-depth investigation on the subject of interest. Productivity within any organization is always known to

be dependent on the performance management system that is in use. With a sound, efficient and effective performance management system in place, organizational productivity will be positively influenced. The motive of the research study was to determine to what degree is the performance management system used in Gaborone city council affecting its productivity.

A mixed research method that applied both questionnaire and interview data collection methods was employed in the study. The questionnaire was used to gather data even in the absence of the researcher. Through interviews, an in- depth investigation or inquiry on the subject matter of interest was carried out intensively to the satisfaction of the investigator. The targeted sample was all personnel holding a supervisory position within Gaborone city council since they are responsible for managing performance or productivity in their units, departments and the organization at large. Quantitative data was collected through a questionnaire instrument. The data was then analyzed with the statistical package for social science (SPSS) software. Thematic analysis was employed to scrutinize the qualitative data collected using the interviews instrument.

The researcher ensured that participants' rights, dignity and privacy were respected at all times during the course of the study as well as after. Confidentiality concerning classified and privy information shared between parties was treated with the necessary attention at all times. The shared information which was at the disposal of the researcher was treated with confidence as agreed through the confidentiality agreement. Respondents in the study were assured that information they had voluntarily shared in confidence was to be managed and handled with delicacy. The anonymity of participants was ensured by omitting identifiers such as names and

job titles so that the captured data cannot be linked with the participant who shared such information.

Limitations in the study included failure to conduct the intended total number of interviews because of the tight schedule that the top management was exposed to. The top management personnel of Gaborone city council consisted of 15 managers in total. All the 15 top managers had to be interviewed because the study had adopted a total purposive sampling method. As a result of endless engagements that the top management experienced, some managers failed to spare 30 to 40 minutes for the researcher to conduct interviews. The other limitation experienced was the reluctance of some middle managers to submit their completed questionnaires when demanded by the researcher or their supervisors who were top managers. Some members of the top management assisted with issuing questionnaires to the middle management under their supervision. Recollecting the questionnaire became challenge and as a result only 74 questionnaires were collected instead of the intended 101.

This chapter is going to discuss implications of the research findings. The researcher will discuss how results respond to the purpose of the study, fit or fail to align with the study's conceptual framework as well as the existing literature. Recommendations for application will also be discussed in the chapter. The chapter will also make recommendations for future research. Lastly the chapter will provide a conclusion which is the overall message of the research study focusing on the results of the study and the meaning of such results with regard to theories, the conceptual framework and prior research or practice.

Implications

This next section of the study which is implications of the study draws conclusions in an orderly manner by starting discussions around each research question. Implications are strictly based on the actual research findings. Possible limitations that have played a part in the interpretation of data have also been addressed. The author has discussed how the results respond to the problem of the study, how results fit into the purpose of the study, how results support or fail to embrace the study's conceptual framework, how results illustrate the significance of the study, how the findings contribute to the existing literature and lastly the description of implications of the study to the existing body of knowledge and doctoral degree.

Research Objective 1 and Hypotheses.

The study was interested in answering the following research question “How do barriers to effective performance management systems impact organizational productivity at Gaborone City Council?”. Results of the study revealed that factors perceived as possible causes of poor organizational productivity, all proved to be indeed causes of unsatisfactory organizational productivity at Gaborone city council. Research findings confirmed that the perceived causes of poor organizational productivity at Gaborone City included; *low motivational level of employees, lack of funds, lack of vital skills to carryout duties, lack of managerial support, unattended welfare issues, lack of resources, inadequate departmental meeting and lack of managerial support, Lack of collaboration between Head of departments.*

The following hypotheses that were employed to support research objective 1 and research question 1, yielded the following results;

H1_a: There is a significant relationship between Barriers to effective performance management systems and poor organizational productivity.

The hypothesis has been accepted.

H1_o: There is No significant relationship between Barriers to effective performance management systems and poor organizational productivity.

The hypothesis was rejected.

Possible limitations that have played a part in the interpretation of data.

According to Table 10, the value $R^2 = 0.240$ communicated that predictor variables can only account to 24% of the 'Factors associated with poor organizational productivity'. Interpretation of data from the study is therefore only limited to the following predictor variables: Lack of funds, Lack of vital skills, Lack of managerial support, Unconducive working environment, Low motivational level of employees. This further implies that the remaining 76% of the variation is explained by other variables that are not necessarily in the model and were not part of this study.

How results respond to the problem of the study

Regardless of the existence and use of the performance management system employed at Gaborone City Council, the council still continued to perform at unsatisfactory standards. Results of the study are expected to identify possible causes of poor organizational productivity at Gaborone city

council. The study was able to respond to the problem of the study by identifying the causes of poor organizational productivity at Gaborone city council. Research findings confirmed that the following were some of the factors that led to unsatisfactory performance at Gaborone City council: Lack of funds, Lack of vital skills, Lack of managerial support, unconducive working environment, Low motivational level of employees.

How results respond to purpose and significance of the study

The purpose of the study is to investigate the effect of performance management systems on productivity in the case of Gaborone City Council within the Local government public sector of Botswana. Results of the study have adequately responded to the purpose of the study by first identifying the possible root cause of poor organizational productivity so as to appreciate the extent to which performance management system used at Gaborone City Council impacts productivity at the council. The significance of the factors that cause unsatisfactory performance at Gaborone City Council was tested and results have shown that they are indeed significant.

How results support or fail to embrace the study's conceptual framework.

Results of the study have embraced the study's conceptual framework. The study's conceptual framework has employed efficiency, quality, effectiveness and timeliness as indicators used to measure organizational productivity. The variables: Lack of funds, Lack of vital skills, Lack of managerial support, unconducive working environment and Low motivational level of employees, have proven to have a bearing on organizational productivity. From the perspective of organizational productivity, which is the dependent variable, research

findings show that efficiency, quality, effectiveness and timeliness of productivity are compromised.

Results expectations given existing literature

Research findings were expected in the sense that they can be explained by the existing literature. Causes of poor organizational productivity found at Gaborone city council are common factors that other studies have found to be possible causes of unsatisfactory performance in a workplace. Jadhav, Arunachalam and Salve,(2020); Zerihun and Mashigo (2022) identified low morale, lack funds, limited skills and unconducive work environment as possible factors that contribute to poor organizational productivity. Similarly, the study has identified such factors as associated to poor organizational productivity at Gaborone City Council.

How the findings contribute to the existing literature and Doctoral Degree

Results have played a significant role in appreciating possible factors associated with poor organizational productivity in the public service of Botswana. Lack of resources, lack of departmental meetings, budgetary constraints, low morale, unconducive working environments experienced at Gaborone City Council may also happen to be cause of unsatisfactory service delivery in other councils within the Botswana Local Government. It can therefore be said that such findings from the study will benefit a number of organizations in a similar set up. The study has bridged some research gaps that existed. There is currently no prior research done on the topic in Botswana. Findings of the study will supplement existing literature that is related to the field of study. By adequately addressing the research objective and its supporting hypotheses,

the researcher has fulfilled the fundamental requirements and expectations of the doctoral degree.

Research Objective 2 and Hypotheses

The research study was expected to address the research question “How is productivity associated with the consequences of performance management system deficiencies at Gaborone City Council?”. Findings of the study revealed that factors perceived as possible effects of poor organizational productivity, all proved to be indeed effects of unsatisfactory organizational productivity at Gaborone city council. Results confirmed that the perceived effects of poor organizational productivity at Gaborone City included: *Disgruntled community, set targets not met, need for rework, corruption, tarnishing of organization’s image and the organization incurs extra costs.*

Hypothesis testing results on hypothesis utilised to determine consequences of P.M.S deficiencies (associated outcomes of poor organisational productivity) at Gaborone City Council were as follows;

H2_a: There is a significant relationship between poor organizational productivity at Gaborone City Council and the consequences of performance management system deficiencies.

The hypothesis was partially accepted.

H2₀ : There is No significant relationship between poor organizational productivity at Gaborone City Council and the consequences of performance management system deficiencies.

The hypothesis is partially rejected

Possible limitations that have played a part in the interpretation of data

With respect to 'Effects of low organizational productivity model summary' shown by Table 11, the value of the coefficient of determination (R^2) was found to be $R^2 = 0.123$. Such a figure implied that the variables of the model being: Customers are unhappy and disappointed, The organization incurs extra costs, There is failure to realize set targets, The organization's image is tarnished and There is need for to rework explained only 12 % of variation in the dependent variable 'Associated outcomes of Low organizational productivity. The implication is that the model adopted is limited to 12% of the of variation and the remaining 88% is explained by other variables that are not necessary in the model and were not part of this study.

How results respond to the problem of the study

Findings of the study were also expected to identify the associated outcomes of poor organizational productivity at Gaborone City Council in response to research objective 2. The problem of the study being that despite the adoption of the performance management system employed at Gaborone City Council, the council still continued to perform at unsatisfactory standards. It can therefore be said that the study was able to respond to the problem of the study by identifying effects of poor organizational productivity at Gaborone city council. The findings from the triangulation methodology employed indicated that the dominant effects of poor organizational productivity at the council were overtime, organizational image tarnished, disgruntled community members, need for rework and corruption.

How results respond to purpose and significance of the study.

The purpose of the study is to investigate the effect of performance management systems on productivity in the case of Gaborone City Council within the Local government public sector of Botswana. Findings of the study have adequately responded to the purpose of the study by recognizing the effects of poor organizational productivity at the City Council so as to appreciate the extent to which the performance management system used at Gaborone City Council influences productivity at the council. The significance of the results provides grounds to understand to what extent are the possible effects of unsatisfactory performance management system at Gaborone City Council contributing to the organizational poor productivity.

How results support or fail to embrace the study's conceptual framework.

Results on effects of poor organizational productivity at Gaborone City Council have assisted the study in embracing the study's conceptual framework. The dominant effects of poor organizational productivity at the council which were found to be overtime, organizational image tarnished, disgruntled community members, need for rework and corruption, play a vital role in supporting the study's conceptual framework. Results have supported the study's conceptual framework by showing that the efficiency, quality, effectiveness and timeliness of productivity which the study has employed in its conceptual framework as measuring variables of organizational productivity, are indeed questionable at Gaborone City Council.

Results expectations given existing literature.

The findings of the study on effects of poor organizational productivity were expected in the sense that they can be explained by the existing literature. The effects of poor organizational productivity at Gaborone City council proved to be typical and common factors that existing literature explained as some of the possible effects of unsatisfactory performance in an organization. Scholars such as Moloto, Mkhomazi and Worku (2020); Masiya, Davids and Mangai (2019) have found out in their studies that: overtime, organizational image tarnished, disgruntled community members, need for rework and corruption as associated outcomes of poor organizational productivity. Similarly, the study has identified: need for rework, disgruntled customers, overtime and corruption as possible associated outcomes of poor organizational productivity.

How the findings contribute to the existing literature and Doctoral Degree

Results have a considerable implication on possible effects of poor organizational productivity in the public service of Botswana. Overtime, organizational image tarnished, disgruntled community members, need for rework and corruption are consequences of poor organizational productivity which may turn out to be also effects of poor organizational productivity in other councils within the Botswana Local Government. Such findings from the study will definitely benefit a number of future studies which are related to the area of study. By adequately addressing the research objective and its supporting hypothesis the researcher has fulfilled the fundamental requirements and expectations of the doctoral degree.

Research Objective 3 and Hypotheses.

The study was interested in answering the following research question “What is the relationship between performance management system practices and productivity at Gaborone City Council?”. Results of the study revealed lacking areas of performance management system makes Gaborone City Council not as productive as it should be. Management strongly disagreed with the statement that there is any form of coaching and mentoring that promotes organizational productivity, disagreed that there is training and development that improves organizational productivity, disagreed that employees are made aware of what is expected from them for the organization to be productive, performance tracking is not done to standard, Performance Management and Development not fully understood and there is resistance to change brought by PMD (Performance Management and Development).

H3: There is a significant relationship between performance management system practices and organizational productivity at Gaborone City. Council. The hypothesis is accepted

Hypothesis testing results on hypothesis utilised to determine how performance management system practices associate with organizational productivity at Gaborone City Council were as follows;

H3_a: There is a significant relationship between performance management system practices and organizational productivity at Gaborone City. Council.

The hypothesis was partially accepted.

H3₀: There is No significant relationship between performance management system practices and organizational productivity at Gaborone City. Council.

The hypothesis was partially rejected

Possible limitations that have played a part in the interpretation of data

With regard to research question 3 which was “How does the Performance Management System associate with organisational productivity at Gaborone City Council”, Table 12 showed a coefficient of determination (R^2) value of $R^2 = 0.125$. Such a value implied that the variables being: There is trustworthy and reliable performance, There is coaching and mentoring, There is training and development, There is improved communication, Employees are made aware, only explained 12.5 % of the findings of the study as far research question 3 is concerned. Hence it can be said that the study is only limited to the 12.5%, the remaining 87.5 % may be explained by other factors which are not under discussion in the study.

How results respond to the problem of the study

Findings of the study were also expected to explain how the currently used performance management system relates to productivity at Gaborone City Council in response to research objective 3. The problem of study being that despite the adoption of performance management system employed at Gaborone City Council, the council still continued to perform at unsatisfactory standards, results on how the performance management system relates to productivity at Gaborone City Council was part of responding to the problem of study. It can therefore be said that the study was able to respond to the problem of the study by identifying how the performance management system affected productivity at Gaborone City Council. The findings from the mixed research methodology employed revealed that: Management strongly disagreed that there is any form of coaching and mentoring that promotes organizational productivity, disagreed that there is training and development that improves organizational productivity, disagreed that employees are made aware of what is expected from them for the organization to be productive, performance tracking is not done to standard, Performance Management and Development not fully understood and that there is resistance to change brought by PMD (Performance Management and Development).

How results respond to purpose and significance of the study

The purpose of the study was to investigate the effect of performance management systems on productivity in the case of Gaborone City Council within the Local government within the public sector of Botswana. Findings of the study have adequately responded to the purpose of the study by establishing how the performance management system affected

productivity at Gaborone City Council. The significance of results provides grounds to understand the shortcomings or failures of the used performance management system as far as influencing productivity at Gaborone City Council is concerned.

How results support or fail to embrace the study's conceptual framework

Findings on how performance management system affected productivity at Gaborone City Council have assisted the study in embracing the study's conceptual framework. Results revealed that, Management strongly disagreed that there is any form of coaching and mentoring that promotes organizational productivity, disagreed that there is training and development that improves organizational productivity, disagreed that employees are made aware of what is expected from them for the organization to be productive, performance tracking is not done to standard, Performance Management and Development not fully understood and there is resistance to change brought by PMD (Performance Management and Development). Results have supported the study's conceptual framework which uses indicators such as Performance Planning, Performance Execution & monitoring, Performance Review or Appraisal and Performance Reward in appreciating the efficiency and effectiveness of the used performance management system.

Results expectations given existing literature.

The findings of the study on how the performance management system affected productivity can also be explained by the existing literature. Shortcomings of the performance management system on uplifting productivity at Gaborone City council proved to be similar and typical to those found in existing literature. According to Zulystiawati (2014) and Tjahjadi et al

(2019), effective and inefficient performance management system includes; sufficient coaching and mentoring, training and development and performance tracking. Similarly, the study has identified collaboration between employees, regular performance reviews, trustworthiness strategic alignment and performance measures as contributing as possible ways of improving performance management systems at Gaborone city council.

How the findings contribute to the existing literature and Doctoral Degree

Management strongly disagreed that there is any form of coaching and mentoring that promotes organizational productivity, disagreed that there is training and development that improves organizational productivity, disagreed that employees are made aware of what is expected from them for the organization to be productive, performance tracking is not done to standard, Performance Management and Development not fully understood and that there is resistance to change brought by PMD (Performance Management and Development). Such results from the study will definitely benefit other studies which are related to the area of study. By addressing the research objective and its supporting hypothesis the researcher has fulfilled the fundamental requirements and expectations of the doctoral degree.

Research Objective 4 and Hypotheses.

The study had to address the following research question “How can the Performance Management System be improved at Gaborone City Council?”. Results of objective 4 suggested possible ways of the performance management system at Gaborone city Council. Some of the suggested ways of improving performance management system at Gaborone City Council included building trust between supervisor and supervisee, encourage collaboration, regular

performance reviews and feedback, need for strategic alignment, further training on performance management system or performance management and development, regular meetings to address critical performance related matters.

Possible limitations that have played a part in the interpretation of data.

With regard to ‘How Performance Management System can be improved at Gaborone City Council’, the model summary on Table 13 showed the value of the coefficient of determination (R^2) which was $R^2 = 0.137$. Variables covered by the model were limited to: Trust between supervisor and supervisee, develop performance measures, there is need for strategic alignment, regular performance reviews and feedback and encourage collaboration. The implication is that the model adopted is limited to 13.7% of the variation and the remaining 86.3% is explained by other variables that are not necessarily in the model and were not part of this study.

How results respond to the problem of the study

The expectation from the study was that the findings should explain possible ways of improving the currently used performance management system by Gaborone City Council in attempt to address research objective 4 and the problem of study at large. The findings from the study revealed; building trust between supervisor and supervisee, developing performance measures, need for strategic alignment, regular performance reviews and feedback, collaboration, further training on PMS/PMD, regular meetings to address critical performance related issues and carrying out PMD procedures to expected standards are possible ways of

improving the performance management system at Gaborone City Council. It can therefore be said that the study was able to respond to the problem of study.

How results respond to purpose and significance of the study.

The study has suggested possible ways of improving the performance management system at Gaborone City Council. From the perspective of research objective 4, results of the study have adequately responded to the purpose and significance of the study by establishing how performance management system at Gaborone City Council can be improved.

How results support or fail to embrace the study's conceptual framework.

The study's conceptual framework has been embraced by results obtained to address research objective 4 as well as its supporting hypotheses. Research objective 4 was to identify ways of improving the performance management system used at Gaborone City Council. Results have supported the study's conceptual framework which used indicators such as Performance Planning, Performance Execution & monitoring, Performance Review or Appraisal and Performance as indicators under the performance management system from the study's conceptual framework.

Results expectations given existing literature

The findings of the study on how performance management system used may be improved, were expected in the sense that they have also been illustrated by the existing literature. Winingar (2021), Roh (2018) and Janjua et al (2019) have also raised similar avenues of improving performance management systems such as regular performance reviews and

feedback, teamwork, developing performance measures and need for strategic alignment. To enhance organizational performance through improving the management of work and people Human Work Performance Systems pays attention at participatory decision making, performance measures, performance feedbacks are advisable (Janjua et al .2019). According to Cooke et al. (2019) and Mihail and Kloutsiniotis (2016), employee involvement and development are critical facets of HPWS which managers should prioritize in when making key decisions concerning the organization' s performance outcomes.

How the findings contribute to the existing literature and Doctoral Degree

The findings from the study revealed that: building trust between supervisor and supervisee, developing performance measures, need for strategic alignment, regular performance reviews and feedback, collaboration, further training on PMS/PMD, regular meetings to address critical performance related issues and carrying out PMD procedures to expected standards are possible ways of improving the performance managements system at Gaborone City Council. By suggesting possible avenues of improving the performance management system at Gaborone City Council, the study has fulfilled the fundamental requirements and expectations of the doctoral degree.

Recommendations for Application

The ultimate motive behind the research study was to appreciate the effects of performance management system on organizational productivity in the case of Gaborone City Council. In addition, the study was expected to suggest or recommend possible ways of improving organizational productivity through the performance management system in place.

Based on the study's findings, there are a number of recommendations that can be applied to address the research problem.

Building Trust between supervisor and supervisee

It is recommended that there must be more trust between supervisors and supervisees at Gaborone City Council. Before anything else, there is a need to have a good relationship between the supervisor and supervisee to enhance the effectiveness of a performance management system. Though the expectation in a professional set up is to have a professional relationship between supervisors and supervisees, it is important to note that openness and trustworthiness between concerned parties is key in the field of performance management. Subordinates should feel at ease to confide in their superiors especially if it has to do with their lack of performance or failure to reach set performance targets. Such an atmosphere can only exist if there is trust between managers and those they are in charge of. Findings from the study have shown that Gaborone City council management is of the position that supervisees do not open up to their supervisors, especially in confidential matters that affect their performance. It is obvious that there is absolutely no trust from the supervisees towards the supervisors. Trust between managers and subordinates promotes honesty and transparency in a workplace (Mishra and Sahoo ,2015).

According to Ujjwal (2017), performance management systems are employed by the leadership in an organization so as to create an atmosphere or work environment whereby employees can explore their full potential as they perform their assigned tasks. A convenient and favorable relationship for productivity in an organization is one whereby there is trust between

supervisor and supervisee. Both parties concerned are expected to be comfortable to open up to each other concerning performance issues.

Developing performance measures

Another recommendation for application made by the study is that there is a need for developing performance measures which are easily understood and quantified at Gaborone City Council. According to Tudose et al, (2021), the monitoring and measuring of performance is vital in enhancing the effectiveness of a performance management system. It is very important in the administration of a performance management system to have in place performance measures which are easily comprehended and quantified by all in the organization. The supervisor and supervisee should both be clear with the management tools or instruments that will be used to measure and quantify performance on given tasks. According to Brown (2020), performance measurement is all about periodically setting performance goals or measures, aligning them to the strategy and having mechanisms in place to constantly provide feedback on the progress of the predetermined performance goals. The recommendation is that Gaborone City Council should design performance measures for those in management to understand, calculate and quantify or attach a value to a performance being monitored. Performance measurement provides important feedback on the degree to which tasks, desired results and organizational goals are being realized. It is key that the measurement instrument or tool used is clear, specific, detailed and well explained for all to easily understand and implement in the course of productivity measurement.

Need for strategic alignment

The study has also advised that there is a need to have a strategic alignment in Gaborone City Council. According to McAdam, Miller and McSorley (2019), strategic alignment is all about having an approach in which the initial organizational strategy is executed and cascaded right through the organization. Such an exercise calls for the management of Gaborone City Council to design performance management systems that match with organizational strategy, company values, goals, expected results from the government as well as clients' expectations on service delivery. Strategic alignment at Gaborone is expected to transform the company's vision and mission to specific strategic goals down the organizational ladder. Performance management systems that are adequate and competent, emphasize that Balance Score cards initiatives should be connected and aligned to the strategic objectives as well as the organizational strategy (Tourani and Khatibi, 2020). Ledford et al (2016) are of the opinion that for a performance management system to function to desired expectations, strategic goal alignment requires alignment of the organizational goals or objectives to those of employees. The corporate strategy should be converted to performance plans by departments that make up the organization. From a different perspective, by nature High Performance Work Systems are a strategic approach to managing and motivating the workforce to realize superior performance for the overall benefit of the organization.

It can therefore be said that it is important that, as employees of Gaborone City Council carry out their daily work, that they also appreciate how their efforts contribute to organizational productivity. Such an arrangement can easily be achieved if there is strategic alignment cascaded

from the organizational strategy, through the performance management system, and right through all the organizational levels. Strategic alignment should be sustained over time to avoid derailing from the strategic goals set. Management should ensure that there is strategic alignment throughout the organization.

Regular performance reviews and feedback

Another recommendation that has been made by the study for application at Gaborone City Council is that there is a need for regular performance reviews and feedback. In a doctoral study conducted by Winingar (2021) on strategies for improving performance management in small and medium organizations, the researchers recommended that regular performance reviews and feedback is one strategy that can significantly improve the effectiveness of employees and ultimately the organizational productivity. Performance management systems are enhanced by conducting periodic monitoring and reporting of employees' performance to guarantee that organizational productivity is at expected standards at all times thus preventing loss of company resources through substandard performance.

With frequent performance reviews and giving timely feedback, Gaborone City Council management will be in a better place to promptly provide advice, thus improving the functionality of the performance management system in place. Roh (2018) is of the opinion that performance evaluation that is meaningful should be done in a systematic manner, whereby performance assessment mechanisms are clearly outlined in feedback procedures. Such an arrangement will assist Gaborone City Council in linking different phases of the performance management system to enable it to smoothly run as impeding issues at a given stage are easily

identified and addressed through feedback that is accurate. Performance review and feedback is expected to be a process whereby the supervisors observe and gather data on job performance and effectiveness of individual employees. A number of organizations ranging from medium to large are engaging in regular performance review and feedback programmes as a way of evaluating performance of their workforce for decision making concerning incentives, promotions, sanctions and training opportunities (Murphy,2020; Roh ,2018). A performance management system should be institutionalized with regard to having a clearly outlined approach that indicates how feedback and performance evaluations will be carried out in a given institution. The ultimate goal of timely performance reviews and feedback is to encourage, audit and identify lacking performances or performance gaps that ought to be addressed (Owino ,2019).

Encourage collaboration and teamwork.

The research study has also recommended collaboration or teamwork at Gaborone City Council. Martono et al. (2020) explained the importance of adopting a collaborative approach from the sense of promoting openness, controlling differences, shared problem solving and decision making. Performance management systems that embrace and motivate teamwork are competent in uplifting the overall productivity of any company. According to Mobolade and Akinade (2021), the need to leverage individual potentials via operating in groups has called for the change from working in solitude to working in teams which demands that the workforce work together, share experiences and deal with their differences for the benefit of the team. Collaboration and teamwork as the performance management system is rolled out through

Gaborone City Council, will significantly enhance productivity the city council. It is important when choosing human resource practices which are key in drawing High Work Performance Systems that collaboration and teamwork within employees is embraced. Collaboration or teamwork at Gaborone City Council will contribute significantly to a productive High Work Performance System.

Teamwork requires the willingness of each player or department to share capabilities based on their competence for the success or growth of organization (Martono et al., 2020). Mobolade and Akinade (2021), argued that in these modern times, the sound, effective and efficient methodology to realizing organizational objectives is to adopt teamwork and move away from working alone. With teamwork or collaboration there is going to be sharing of information. Teambuilding is turning out to be a critical phenomenon employed by modern organizations as a way of tapping or leveraging the strengths of others to enhance individual and group performance (Mobolade and Akinade, 2021).

Further training on Performance Management System/ Performance Management and Development

There is a need for further training on the performance management system or performance management and development at Gaborone City Council. Some of the managers at Gaborone City Council are not happy with certain aspects of the currently used performance management System. With more training on how to best execute the performance management system, the grey or questionable areas of the management system will be better understood. As a result, there will be a significant improvement in productivity at the council. Managers should

demonstrate unquestionable understanding of the performance management system used. It is important for all to be competent with the performance management system, especially those in supervisory or leadership positions. Findings from a number of studies have revealed that Performance management is vital in aiding companies to strategically achieve their productivity targets (Ladinsky,2015; Kamau ,2018; Murphy,2020).Hence it is important that managers at Gaborone City Council are well trained on the use of their performance management system in order to maximize the benefits of the said system and enhance productivity in the organization. It is with a well-executed performance management system by well-trained supervisors that there will be an appropriate influence by the performance management system on the employees' performance. The primary goal of performance management systems is to encourage better performance and to endorse creativity through set goals and identified training and development needs. With relevant skills, Gaborone City Council management will definitely be in a better position to fully utilize and promote high performance through the use of the performance management system. High Performance Work Systems also advocate for continuous training and development. Such learning and development initiatives that the HPWS provides ensures that the workforce has the necessary skills and knowledge to perform their jobs effectively.

Regular meetings to address critical performance related issues

The study has recommended that there be regular meetings by the management of Gaborone City Council as a whole to agree on how to best deal with disturbing performance issues. Such an arrangement calls for collective management, which is highly advised in modern management. Constantly having meetings to address critical performance issues taking place in

the Council will enable the organization to be prompt in addressing burning issues. Taking too long to meet and address issues collectively makes management lose control of productivity. Findings from the study have shown that some critical productivity issues taking place in one department at Gaborone City Council take too long to be shared or become known to other departments. As a result, other units or departments which are dependent on the department facing productivity hiccups also end up failing to realize their productivity targets. By regularly sharing performance related issues with other departments and units, an opportunity to collectively draw a contingency plan in time is provided. With consistent monitoring, measuring and reporting on performance, a performance management system provides a methodology that permit individual employees and departments within the company to pleasantly and effectively work together towards the successful realization of organizational goals (Parmar, Rajpoot and Bhardwaj, 2022). All departments that make up Gaborone City Council should be aware of what is happening in other departments and how it affects other units and the organization as a whole. Such information can be best made available to other units and departments through supervisors or heads of departments in an appropriate forum. Regular meetings to provide performance feedback make all management personnel aware of what is happening holistically in the organization and how other departments can come on board.

Carrying out Performance Management System procedures to expected Standards

The carrying out of Performance management system procedures to expected standards is highly recommended at Gaborone City Council. Findings of the study have revealed that there is a lack of compliance with the set procedures. Performance management involves planning,

implementation, monitoring, evaluation or feedback and reward procedures. It is important in an organization that such processes are carried out to expected standards. By nature through the supervisory personnel, performance management systems should provide direction on how the organization intends to realize organizational goals. According to Santi and Rahim (2021), for a performance management system to bear desired results, there need to be organized, coordinated and monitored initiatives by supervisors through the performance management system. Such an arrangement calls for supervisors or managers to be monitoring every phase of the performance management system using pre-determined procedures, performance tools and performance standards.

Findings from a study conducted by Munzhedzi and Phago (2014) also proved that for the performance management system to work and yield the desired results within a short period of time, both the managers and subordinates should be compliant and competent on how the system works. Compliance with performance regulations and standards by supervisors and supervisee at Gaborone City Council will remarkably improve organizational productivity. Subordinates who are well informed about the performance management system in place understand how their work contributes to organizational productivity. Hence the workforce as a whole should be prepared to comply with set performance measures. It is important for Gaborone City Council managers to ensure and promote compliance by all to performance management system processes, policies, and timelines.

Recommendations for Future Research

The primary aim of the study was to establish the effect of the performance management system on organizational productivity in the case of Gaborone City council within the local government of Botswana. Regardless of the number of recommendations made for application, there are grey areas from the study that ought to be further investigated. Such grey areas of the study are identified as research gaps. Existing literature review has shown that there is insufficient literature to provide answers and clarity. Discovering research gaps that exist in a study and going as far as consolidating them into a research problem provides a substantial reason to conduct future studies (Bans-Akutey and Tiimub, 2021).

Just like any other study, the research had its own limitations which consequently have provided an opportunity for future research. It is worth noting that it is important for the researcher, who is expected to know his or her study best, to identify areas that have not been adequately addressed by the study (Bans-Akutey and Tiimub, 2021). Future research is therefore very important in the sense that it will provide solutions to literature deficiencies that exist after a study has been conducted. According to Bans-Akutey and Tiimub, (2021) limitations of a study transform into implications for further studies on the area that is under scrutiny.

The focus of our study was Gaborone City Council as a case study. Generalizing the findings of the study of Gaborone City Council to the rest of the 16 councils that make up Botswana's local government might not be prudent. It is advisable that other researchers carry out further studies on other councils to compare or confirm findings. Out of a total of 16 councils in Botswana, there are two (2) city councils, four (4) town councils and ten (10) district councils.

Gaborone city council is one of the two city councils. With different management styles, resources and organizational cultures at different councils it may turn out that the findings of the other studies vary. It is therefore recommended that there be future research on other councils to confirm and compare the findings of the studies.

The study employed a total sampling method for a targeted population of 116 managers at Gaborone City Council. However, only a total sample of 83 participants was used to capture data that was used in the study. Such figures may be argued to be too small to extend the findings to other councils in the country. For future research, other researchers may also do further investigations with large populations and bigger sample sizes. According to Singh and Masuku (2014), sample sizes that are too small may fall short of identifying the significant effects or relations under investigation with precision. It is therefore recommended that for future study, the research should investigate more than one council. If the focus is on city councils, Gaborone city council and Francistown City Council may both make the case study to be investigated. With more than one council, the targeted population of managers will be larger hence a bigger sample size.

The study had to address the following four research objectives:

Objective 1: To establish the impact of barriers to effective performance management system on organizational productivity at Gaborone city council.

Objective 2: To investigate how productivity is associated with the consequences of performance management system deficiencies at Gaborone City Council?

Objective 3: To assess the relationship between performance management system practices and productivity at Gaborone City Council?

Objective 4: To evaluate how performance management system can be improved at Gaborone city council.

Barriers to Effective Performance Management System (Factors associated with poor productivity at Gaborone city council.)

For the suggested possible barriers to effective performance management system or possible causes of poor organizational productivity at Gaborone City Council, the coefficient of determination by the model was found to be $R^2 = 0.240$. Such a value implied that the suggested variables or indicators by the model could only account for 24% of 'Causes of poor organizational productivity at Gaborone City Council'. The suggested predictor variables were: Lack of funds, Lack of vital skills, Lack of managerial support, Unconducive working environment and Low motivational level of employees. This further implies that the remaining 76% of the variation is explained by other variables that are not necessarily in the model and were not part of this study. Such an outcome provides evidence for the need for further research. It is important that more investigations are performed to identify other possible causes of poor organizational productivity. More indicators on possible causes of poor organizational productivity at Gaborone City Council may be suggested. More suggested variables will definitely widen the scope of the investigation. In addition to the causes of poor organizational productivity addressed by the used model, other causes of unsatisfactory productivity will be identified.

Consequences of Performance Management System deficiencies on organizational productivity at Gaborone City Council (Associated outcomes of poor productivity at G.C.C)

With regards to the 'Effects of low organizational productivity model summary' as communicated by Table 11, the coefficient of determination (R^2) value was found to be $R^2=0.123$. The suggested variables or indicators of the model were: Customers are unhappy and disappointed, The organization incur extra costs, There is failure to realize set targets, The organization's image is tarnished and There is need for to rework. Results from the communicated that only 12.3 % of variation in the dependent variable 'Associated outcomes of Low organizational productivity' could be explained by the model. The remaining 87.7% is explained by other variables that are not necessary in the model and were not part of this study. Such a limitation provides a research gap for future research. There is a need for further investigation to establish what are the other possible effects of poor productivity at Gaborone City council apart from those indicated by the researcher is his data collection instrument. Results show that the research study has not extensively considered other areas as effects of poor productivity at Gaborone City Council beyond those put forth by the researcher in the used questionnaire. There are numerous effects of unsatisfactory organizational productivity, hence it is important in future studies that researchers come up with indicators around possible effects of poor productivity at Gaborone City council. Such an arrangement will also widen the scope of the investigation further than the 12.3% that the model summary could only explain.

How performance management system Practices associate with organizational productivity at Gaborone City Council

On the perspective of how performance management system affects organizational productivity at Gaborone City Council, results in Table 12 of the summary model relayed that the variables could only explain 12.5 % of the variation. This has been translated from $R^2 = 0.125$ value. The suggested variables that could be accounted for by model were; There is trustworthy and reliable performance, There is coaching and mentoring, There is training and development, There is improved communication and Employees are made aware of expectations. The remaining 87.5 % may be explained by other factors which were not under investigation from the data collection instrument used to capture quantitative data in the study. It therefore I recommended that there is future research to identify more factors around how the performance management system at Gaborone City Council affects productivity of the council. There are a number of ways in which the performance management system affects productivity which the study has not suggested to be investigated. Coming with more variables will definitely broaden the scope of the study as more possibilities will be proposed for investigation. The fact that more suggestions were made on how the performance management system affects productivity from the qualitative aspect of the study, there is need to identify more indicators to widen the scope of investigation. From the 87.5% variation not accounted for by the questionnaire or model used, conduction of future research to identify more ways in which performance management system affects productivity at Gaborone City Council will be very helpful in field of research.

How Performance Management System can be improved at Gaborone city council.

From the suggested possible ways in which performance management can be improved at Gaborone City Council, the coefficient of determination of the model was found to be $R^2 = 0.137$. Variables covered by the model were limited to: Trust between supervisor and supervisee, develop performance measures, there is need for strategic alignment, regular performance reviews and feedback and encourage collaboration. With only 13.7 % of variation accounted for by the model, there is evidence to conduct more studies to explain the 86.3% variation not addressed by the model. Findings of the study show that to some extent, the research has not extensively considered other areas on how performance management can be improved at Gaborone City Council beyond those put forth by the researcher in the used questionnaire. There are numerous ways in which performance management can be improved at Gaborone City Council, hence it is important in future studies that researchers come up with more indicators on possible ways of improving productivity at Gaborone City council. The scope of the study will be broadened as the future study will be addressing part of 86.3% that the used model failed to account for.

Conclusion

The purpose of the study was to determine to what extent the currently used performance management system at Gaborone City Council affects organizational productivity within the city council. Results of the study have played a significant role in appreciating and explaining how the performance management system affects organizational productivity at the city council. From a publication by Sisa and Naidoo (2017), Botswana was highly rated in indices as having

good governance, good rule of law and stability despite being rated poorly in productivity ranks and work ethics. The instigation of a Performance Management System by the government of Botswana was to effectively monitor, review, evaluate performance, develop, acknowledge and reward good performance by public servants. The government, through its public servants, is expected to provide a convenient environment for the private sector to function accordingly as it is dependent on an atmosphere created by the government. Despite that, it has emerged over the years that productivity within the public service of Botswana is still not up to desirable standards.

Results of the study have proven that indeed the research was important because it has contributed to the extensive body of knowledge as far as Performance Management Systems in Gaborone city council is concerned. The findings of the study allowed to address ongoing challenges and issues of inadequate organizational productivity that the used performance management system at Gaborone city council is failing to address convincingly.

It is every country's dream to draw reputable foreign investors who are capable of actively participating in the country's economy. On the other hand, no investor will be interested in a country where the work ethics comprised. In a report published by The World Economic Forum's Global Competitiveness, Botswana was rated position 64 from a total 138 countries because of its poor work ethics and bureaucracy which were considered counterproductive (Sisa and Naidoo, 2017). Such ratings do not communicate and reflect well on the country. It is therefore important for a country like Botswana to have a public service that is not counterproductive, in order for investors not to shy away. Results shared from this particular

study will go a long way in assisting public servants at Gaborone City Council to improve their service delivery through the Performance Management System used.

In an article by Fatile (2014) on Africa's Public Service Delivery and Performance Review, which was meant to establish how performance management practices impacted performance and productivity in public sector organizations in Africa. It was found that a number of African countries use ineffective and lacking performance management systems. As a result of such performance management systems, there is insufficient accountability by public servants on their performance as far as the measuring of performance with respect to strategic objectives is concerned. In the field of management, a Performance management system is known as a strategic tool that assists organizations in staying ahead of others in a competitive environment. The survival of every company is dependent on how productive the entity is. It is therefore important that an organization has a sound performance management system that requires employees to appreciate their fundamental roles towards assisting the organization in achieving its vision, mission, and organizational strategy. On top of that, Fletcher and William (2016) strongly argued that if the workforce in any institute fails to adopt and relate to cascaded organizational goals, they will also fail to appreciate their worth, impact and contribution to the organization's productivity. As a result, the likelihood is that the company will have employees who are not fully utilized, who are left frustrated and who eventually display unprofessional conduct. As part of the research findings some recommendations have been made so as to improve Gaborone City Council's Performance Management System.

Under normal circumstances, performance management systems are focused on enhancing performance and creating an innovative environment through set goals and identified

training and development needs (Blackman et al., 2015). Having said that, in the case of Gaborone City Council, irrespective of having such a performance management system in order, organizational productivity within the organization is not up to expectations. Some services which have to be timely provided by the council eventually take a lengthier time than the anticipated set turnaround time. Based on suggestions made from research results, the expectation is that service delivery at Gaborone City Council is going to upgrade.

Results of the study have proven that indeed the research was important because it has contributed to the extensive body of knowledge as far as performance management system has to do with Gaborone city council in Botswana. The intension of the study was to address ongoing challenges and issues of inadequate organizational productivity that the used performance management system at Gaborone city council is failing to address convincingly. Through research findings, hiccups that were consequences of unsatisfactory organizational productivity of have been addressed.

Triangulation was employed in the study to address research objectives and research questions adequately. Data was collected using a questionnaire and interview research instruments. Through the SPSS data processing software, the captured primary data from the questionnaire was analyzed. The qualitative data from the interview instrument was analyzed using thematic analysis method. Results from the study have met the research objectives, answered research questions and responded to the postulations of the hypotheses. To appreciate the relevance of the study's results in responding to the research problem and significance of the study, results have been put into context as guided by research objectives.

The study had to address the following **four research objectives**;

Research objective 1: To establish the impact of barriers to effective performance management system on organizational productivity at Gaborone city council.

Results of the study have responded to study's research objective 1 which was "To establish the cause of poor productivity at Gaborone City Council". The study's triangulated results have revealed that possible causes of poor productivity at Gaborone City Council are; low motivational level of employees, lack of funds, lack of vital skills to carryout duties, lack of managerial support, unattended welfare issues, lack of resources, inadequate departmental meeting and lack of managerial support, Lack of collaboration between Head of departments. Low motivation of employee sat Gaborone City Council has been identified as one of the causes of poor organizational productivity. Results from the management's point of view show that, low morale is making employees not to offer their services to full potential. According Bawa (2017), it is only motivated employees that are prepared to go an extra mile in offering their services that eventually uplifts the organizational productivity. Lack of funds has also been identified as another cause of poor organizational productivity at Gaborone City Council. Insufficient funds have resulted in the council not being able to realize some of its set performance targets. The council has failed to offer some services it had planned to offer because it ran out of funds. Lack of vital skills to carryout duties has been identified from results as another cause of organizational productivity at Gaborone City Council. Sometimes employees fail to perform to expectations because they lack certain important skills. Hence management has the responsibility to identify skills which are lacking in the workforce and recommend appropriate training. In these modern times, to stay competitive and relevant to market, companies are prepared to invest in the regular training and development programs of their

employees to uplift the organization's productivity (Ibrahim et al, 2017). Results have also identified lack of managerial support as a cause of poor productivity at Gaborone City Council. Employees have to be given the necessary support, mentoring and guidance by the management on how best to realize the set performance targets. Unattended welfare issues have also been pointed out by the study's findings as a cause of poor productivity at Gaborone City Council. Employees who are disgruntled or unhappy are never motivated to go an extra mile as far as their input is concerned. Sometimes they hold back because they are disturbed by certain issues that concern their welfare. As a result of holding back, the organizational productivity is negatively affected. Lack of resources has also been identified as a cause of poor organizational productivity. Limited resources hinder productivity. Most organizations fail to reach their strategic objectives because of limited resources (McAdam et al., 2019). They only perform to what their resources can allow them to. The study's results pointed out inadequate departmental meeting as a cause poor productivity. It is important for heads of departments to frequently and discuss how best to improve service delivery and productivity in general in the organization. Adoption of new technology increases the company's productivity (Rasool, Warraich and Sajid, 2022).

Research objective2: To investigate how productivity is associated with the consequences of performance management system deficiencies at Gaborone City Council.

Results of the study have responded to study's research objective 2 which was "To assess the associated outcomes of poor productivity at Gaborone City Council". The attained results have identified some possible effects of poor productivity at Gaborone City council. Associated outcomes of poor productivity at Gaborone City council pointed by the study include;

Disgruntled community, set targets not met, need for rework, corruption, tarnishing of organization's image and the organization incur extra costs. Findings from the study identified disgruntled community as one of the effects of poor organizational productivity at Gaborone City Council. When the council fails to offer services to the expectation of the community, the community ends up being unhappy. Some services take longer than they are supposed to, resulting in the public getting agitated. Set targets that are not met, is another effect of poor organizational productivity at Gaborone City Council. Poor organizational productivity result in strategic goals which are not realized (Bamgbose and Ladipo,2017). Another effect of poor organizational productivity at Gaborone City Council as identified by the study's results was failure to meet set targets. One consequences of poor productivity is failure to realize performance targets set by the organization. Every company set targets for their production of goods or services, if there is poor organizational productivity as it is the case at Gaborone City Council, definitely such set targets will not be achieved. Results have also shown that as an effect of poor organizational productivity at Gaborone City Council, there is need for rework. Poor performance leads to companies having to rework assigned duties.

Failure to perform to the expectations of client due to poor organizational productivity propels entities to rework as a way of avoiding loss of future business (Asadi, Wilkinson and Rotimi, 2021). Corruption has also been identified as an effect of poor organizational productivity at Gaborone City Council. When customers are in desperate need of given service, they often find themselves indulging in the paying of bribes so as to speed up delivery of such a service (De Rosa, Gooroochurn, Gorg, 2015). Such an exercise is clear corruption. Results showed that as an effect of poor organizational productivity at Gaborone City Council, the

organization's image is tarnished. It is normal for the public to speak negatively of an entity that is failing to offer them services. Sometimes people apply for certain services offered by the government and such services end up being offered to the applicant very late. As result the institute gets known to the public as an incompetent organization that fails them. Lastly results revealed that Gaborone City Council incurs extra costs as an effect of poor organizational productivity at the council. Every project that any given entity takes, there is estimated time frame and costs that the management of the organization makes. If the company fails to meet the set budgets and timeframes, extra costs will be incurred which were not initially planned and budgeted for.

Research objective 3: To assess the relationship between Performance Management System practices and organizational productivity at Gaborone City Council.

Results of the study have also responded to study's research objective 3 which was "To determine how performance management system associate with organizational productivity in Gaborone city council". The research results have identified some possible ways of how performance management system affects organizational productivity in Gaborone city council. How performance management system affect organizational productivity in Gaborone city council as revealed by the study include ;there is no coaching and mentoring that promotes organizational productivity, there is no training and development that improves organizational productivity, employees are not made aware of what is expected from them for the organization to be productive , performance tracking is not done to standard and Performance Management and Development is not fully understood and there is resistance to change brought by PMD

(Performance Management and Development). Results of the study have shown that as far the performance management system used at Gaborone City Council is concerned, there is no coaching and mentoring to improve organizational productivity at the council. Through the performance management system, performance gaps have to be identified for coaching and mentoring on relevant areas to be provided the leadership. Additionally, results show that again there is no training and development to improve organizational productivity. The performance management used Gaborone City Council is lacking in identifying and providing training and development of employees. Training is a very important component of performance management which have to be always satisfied by the performance management system (Awan,2020 and Prooss,2019). According to results of the study, employees are not made aware of what is expected of them. Through the performance management system tool, individual should clearly understand what is expected from them for the organization to be productive. The management of Gaborone City Council is of the opinion that some employees at council are not aware of the strategic objectives of the organization and how their individual performance contribute to the strategic objectives of the institute. Results also show that performance tracking is not done to standard. It is one the basic requirements that employee performance should always be monitored and tracked so that corrective can be promptly taken when the need arises. Apparently at Gaborone City Council, such tracking is exercised to acceptable standards and expectations. Lastly results revealed that Performance Management and Development is not fully understood, hence resistance to change recommended by the system. The performance management system which is termed as the Performance Management and Development is not understood by most employees including the management at Gaborone City Council. As a result, some employees

and managers are not compliant with the set performance standards and use of prescribed performance tools. Results support High Work Performance Systems which a number authors perceive as interconnected human resource practices such as distribution of authority, developmental programs, consultative decision making, job satisfaction working together in synergy to promote employee and organizational outcomes.

Research objective 4: To evaluate how performance management system can be improved at Gaborone city council.

Results of the study have responded to study's research objective 4 which was "To evaluate how performance management can be improved at Gaborone City Council". The attained results have identified some possible ways to improve performance management system at Gaborone City council. Some of the identified possible ways of improving performance management system include; building trust between supervisor and supervisee, encourage collaboration, regular performance reviews and feedback, need for strategic alignment of company goals and those of employees, further training on performance management system or performance management and development, regular meetings to address critical performance related matters. Results of study on how performance management system at Gaborone city council can be improved, shows that there should be trust between supervisors and supervisees. There is need for trust between supervisors and supervisees so that supervisees can open up about their challenges especially during performance reviews. An atmosphere of trust between the supervisor and supervisee is very key in an effective performance management system (Asadi et al,2021). With a conducive interaction between the supervisor and supervisee, there will definitely be growth

in the overall productivity of the institute through a functional performance management system at Gaborone City Council. Another recommendation that results of the study have revealed is that there is need for regular performance reviews and feedback. Winingar (2021) and Ladinsky (2015) strongly suggested that for performance management systems to be regarded effective performance management tools, there should be regular performance reviews and feedback on the workforce. With such an arrangement in place, the company leadership is in a better position to promptly provide advice, rendering the performance management system effective. Results of the have also shown that to improve performance management system at Gaborone City Council there is need strategic alignment of company goals and those of employees. The expectation is that in a sound performance management system individual performance goals should be cascaded from cooperate objectives. According to Mishra and Sahoo (2015), a strong association between organizational goals and employees tasks and agreed performance outcomes makes the organization's performance management system effective. To improve Gaborone City Council's performance management system, further training on performance management system or performance management and development is required. To improve and enhance performance management, the workforce should be resourced with the primary objective of changing their behavior and thinking so that it is compatible with organizational strategy (Pross, 2019). It is important that all employees of the organization are familiar with how the performance management system works holistically. A performance management system is a very critical tool that mangers are expected to fully understand for them to use the tool effectively in managing performance of employees. Lastly results on how performance management system at Gaborone city council can be improved, results revealed that there should regular meetings to

address critical performance related matters. Regular meetings will provide a platform for the management to identify performance issues in time and act accordingly.

In conclusion, the study was expected to identify lacking areas of the performance management system adopted by Gaborone City Council and make suggestions or recommendations for improvement. According to Sisa and Naidoo (2017), the introduction of performance management system in the late 90s was meant to provide solution to poor work ethics and undesirable or poor productivity within government institutions. Challenges and issues concerning the performance management system used at Gaborone City Council, that were resulting in inadequate organizational productivity, had to be identified possible solutions provided. The study has successfully addressed the study's research objectives and answered research questions. However, the study has its own limitations hence the need for future studies as indicated in the study.

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APPENDIX A: OUTPUT

Reliability Test Output

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
Gender	99.97	66.547	.100	.762
Age Group	97.35	66.067	.153	.760
Marital status	99.74	65.563	.107	.764
Years of experience	96.46	67.375	.081	.762
Lack of managerial support	95.91	54.087	.591	.725
Unconducive working environment	95.42	59.891	.443	.742
Low motivational level of employees	95.43	56.194	.596	.727
Lack of funds	95.78	61.870	.280	.755
The organisation incur extra costs	95.78	57.432	.514	.735
The organisation's image	96.16	55.042	.544	.730
There is failure to realise set targets	95.59	59.806	.377	.747
There is need for to rework	95.50	57.568	.544	.733
Customers are unhappy and disappointed	95.93	57.817	.591	.731
There is training and development	97.95	66.107	.026	.773
There is trustworthy and reliable performance	97.15	65.717	.056	.770

There is need for strategic alignment	95.61	58.187	.618	.730
Develop performance measures	95.53	65.924	.065	.768
Regular performance reviews and feedback	95.42	64.713	.150	.762
Encourage collaboration	95.27	65.652	.095	.765
Trust between supervisor and supervisee	95.26	64.330	.183	.760

APPENDIX B: QUESTIONNAIRE

Questionnaire for Middle and Lower management staff members of Gaborone City Council

Dear Sir/ Madam,

My name is Ketlametswe Dingalo. I am currently pursuing my PhD studies with at Unicaf University in Zambia. My research study is titled the “**The effect of Performance Management System on organizational Productivity: A case study of Gaborone City Council within Botswana Local Government**”. I am humbly requesting that you participate in the research study by completing my questionnaire. The information that you will share as a responded will be treated with utmost confidentiality. Bear in mind that the information collected is for academic purposes.

I. Section A- Background/ Personal Information

Instructions: Please tick the most appropriate item of your choice

1. Gender?

Male ☐ Female ☐

2. Age Group?

a. Up to 20 years ☐ b. 21 to 30 years ☐ c. 31 to 40 years ☐
d. 41 to 50 years ☐ e. More than 50 years ☐

3. Education Level?

a. Primary level ☐ b. Secondary level ☐ c. Diploma ☐
d. Degree ☐ e. Masters and above ☐

4. Marital Status?

a. Married b. Single c. Widowed d. Divorced/Separated

5. Years of Experience

a. Less than 1 year b. 1-2 years, c. 2-4years

d. 5-7 years e. More than 7 years

II. Section B- Causes of unsatisfactory or poor organizational productivity in Gaborone City Council

1. Lack of managerial support						
Strongly Disagree	Moderately Disagree	Disagree	Neutral	Agree	Moderately Agree	Strongly Agree
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
2. Lack of vital skills to carryout duties						
Strongly Disagree	Moderately Disagree	Disagree	Neutral	Agree	Moderately Agree	Strongly Agree
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
3. Unconducive working environments						
Strongly Disagree	Moderately Disagree	Disagree	Neutral	Agree	Moderately Agree	Strongly Agree
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

4. Low motivational level of employees						
Strongly Disagree	Moderately Disagree	Disagree	Neutral	Agree	Moderately Agree	Strongly Agree
5. Limited or lack of funds						
Strongly Disagree	Moderately Disagree	Disagree	Neutral	Agree	Moderately Agree	Strongly Agree

III. Section C- Effects of low organizational productivity at Gaborone City Council

1. The organization incur extra costs due to low organizational productivity						
Strongly Disagree	Moderately Disagree	Disagree	Neutral	Agree	Moderately Agree	Strongly Agree
2. The organisation's image and reputation are tarnished						
Strongly Disagree	Moderately Disagree	Disagree	Neutral	Agree	Moderately Agree	Strongly Agree
3. There is failure to realize set targets as a result of low organizational productivity						

Strongly Disagree	Moderately Disagree	Disagree	Neutral	Agree	Moderately Agree	Strongly Agree
4. There is need for to rework due to low organizational productivity						
Strongly Disagree	Moderately Disagree	Disagree	Neutral	Agree	Moderately Agree	Strongly Agree
5. Customers are unhappy and disappointed						
Strongly Disagree	Moderately Disagree	Disagree	Neutral	Agree	Moderately Agree	Strongly Agree

IV. Section D- How Performance Management System affects Organisational productivity at Gaborone City Council

1. Employees are made aware of what is expected from them for the organization to be productive						
Strongly Disagree	Moderately Disagree	Disagree	Neutral	Agree	Moderately Agree	Strongly Agree
2. There is coaching and mentoring that enhances organizational productivity.						

Strongly Disagree	Moderately Disagree	Disagree	Neutral	Agree	Moderately Agree	Strongly Agree
3. There is training and development that makes a positive impact on the organizational productivity						
Strongly Disagree	Moderately Disagree	Disagree	Neutral	Agree	Moderately Agree	Strongly Agree
4. There is improved communication and coordination making the organization productive.						
Strongly Disagree	Moderately Disagree	Disagree	Neutral	Agree	Moderately Agree	Strongly Agree
5. There is trustworthy and reliable performance measurement instruments in place						
Strongly Disagree	Moderately Disagree	Disagree	Neutral	Agree	Moderately Agree	Strongly Agree

V. Section E- How Performance Management System can be improved

1. There is need for strategic alignment whereby company goals are aligned to those of employees						
Strongly Disagree	Moderately Disagree	Disagree	Neutral	Agree	Moderately Agree	Strongly Agree
2. Develop performance measures which are easily understood and quantified.						
Strongly Disagree	Moderately Disagree	Disagree	Neutral	Agree	Moderately Agree	Strongly Agree
3. Regular performance reviews and feedback.						
Strongly Disagree	Moderately Disagree	Disagree	Neutral	Agree	Moderately Agree	Strongly Agree
4. Encourage collaboration or team work within the organization.						
Strongly Disagree	Moderately Disagree	Disagree	Neutral	Agree	Moderately Agree	Strongly Agree
5. Trust between supervisor and supervisee.						

Strongly Disagree	Moderately Disagree	Disagree	Neutral	Agree	Moderately Agree	Strongly Agree

APPENDIX C: INTERVIEW

Interview questions for Higher Management Staff at Gaborone City Council

My name is Ketlametswe Dingalo. I am currently pursuing my PhD studies with at Unicaf University in Zambia. My research study is titled the “**The effect of Performance Management System on organizational Productivity: A case study of Gaborone City Council within Botswana Local Government**”. I am humbly requesting that you participate in the research study by taking part in the interview. The information that you will share as a responded will be treated with utmost confidentiality. Bear in mind that the information collected is for academic purposes.

I. Section A- Background/ Personal Information

Instructions: Please tick the most appropriate item of your choice

1. Gender?

Male ☐

Female ☐

2. Age group ?

aUp to 20 years ☐ b. 21 to 30 years ☐ c. 31 to 40 years ☐

d. 41 to 50 years ☐ e. More than 50 years ☐

3. Educational level?

a. Primary level ☐ b. Secondary level ☐ c. Diploma ☐

d. Degree ☐ e. Masters and above ☐

4. Marital Status?

b. Married b. Single c. Widowed d. Divorced/Separated

5. Years of experience

a. Less than 1 year b . 1-2years, c. 2-4years
 d. 5-7 years e. More than 7 years

Section B

II. *What could be causes of unsatisfactory or poor organizational productivity in Gaborone City Council?*

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III. *What are the effects of low organizational productivity at Gaborone City Council*

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IV. *How does the Performance Management System affect organisational productivity at Gaborone City Council?*

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V. *How can performance Management System be improved?*

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APPENDIX D: ETHICS CLEARANCE



REAF_DSPA - Version 1.0

UNICAF UNIVERSITY RESEARCH ETHICS APPLICATION FORM DOCTORAL STUDIES PROVISIONAL APPROVAL	UREC USE ONLY: Application No: Date Received:
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Student's Name: Ketlametswe Dingalo
Student's E-mail Address: kkdiningalo@gmail.com
Student's ID #: R2001D10095221
Supervisor's Name: Dr. Atoko Rita Sylvia.
University Campus: Unicaf University Zambia (UUZ)
Program of Study: UUZ: DBA Doctoral of Business Administration
Research Project Title: The Effect of Performance Management Systems on Productivity: A Case of the Gaborone City Council within Botswana Local Government

1. Please state the timelines involved in the proposed research project:

Estimated Start Date: 13-Dec-2021 Estimated End Date: 30-Dec-2023

2. The research project

2a. Project Summary:

In this section please fully describe the purpose and underlying rationale for the proposed research project. Ensure that you pose the research questions to be examined, state the hypotheses, and discuss the expected results of your research and their potential.

It is important in your description to use plain language so it can be understood by all members of the UREC, especially those who are not necessarily experts in the particular discipline. To that effect please ensure that you fully explain / define any technical terms or discipline-specific terminology (maximum 300 words +/- 10%).

The whole aim or purpose of the research study, is to find out the impact of performance management system on organisational productivity in Gaborone city council within the Botswana local government. Botswana government is made up of the central and local government. Researches have shown that performance management systems used by the government are not yielding expected performance outcomes ever since the introduction of performance management systems in the government of Botswana (Sisa and Naidoo, 2017).

Research Questions

1. What are the causes of poor productivity at Gaborone city council.
2. What are the effects of poor productivity at Gaborone City council.
3. How does performance management system affect organisational productivity.
4. How performance management can be improved at Gaborone city council.

Objectives

1. To establish the cause of poor productivity at Gaborone city council.
2. To assess the effects of poor productivity at Gaborone City council.
3. To determine how performance management system affect organisational productivity.
4. To evaluate how performance management can be improved at Gaborone city council.

Hypothesis

A Performance management system which is well designed, monitored and effectively executed will enhance organisational productivity as Gaborone city council realise desired performance outcomes.

Expected results and their potential

APPENDIX E: RESEARCH PERMIT

TELEGRAMS: MERAPE

Telephone: 3658400
Fax: 3902263/1559



REPUBLIC OF BOTSWANA

Ministry of Local Government

& Rural Development
Private Bag 006
Gaborone
BOTSWANA

Ref Number CLG 14/14/3/1 II (559)

February 20, 2023.

Ketlametswe Dingalo
P. O. Box 502573
Gaborone

Dear Sir,

RE: RESEARCH PERMIT

This serves to acknowledge your application for a research permit in order to carry out a study entitled "The Effects of Performance Management Systems on Organisational Productivity: Case Study of Gaborone City Council."

We are pleased to grant you a permit. This permit is valid for a period of five (5) months commencing on **February 20, 2023 to July 31, 2023** – and it is granted subject to the following conditions:

1. Copies of the final product of the study are to be directly deposited with the Ministry of Local Government, National Archives and Record Services and University of Botswana Library.
2. The permit does not give you authority to enter any premises, private establishment or protected areas. Permission for such entry should be negotiated with those concerned.
3. You conduct your study according to particulars furnished in application you submitted taking into account the above conditions.
4. Failure to comply with any of the above stipulated conditions will result in the immediate cancellation of the permit.

Yours Faithfully,

K. Senthufhe

/For Permanent Secretary- MLGRD

Informed Consent Form**Part 1: Debriefing of Participants****Student's Name:** Ketlametswe Dingalo**Student's E-mail Address:** kkdiningalo@gmail**Student ID #:** R2001D10095221**Supervisor's Name:** Dr Sylvia Rita Atoko**University Campus:** Unicaf University Zambia (UUZ)**Program of Study:** UUZ: DBA**Research Project Title:** The Effect of Performance Management Systems on Productivity: A Case of the Gaborone City Council within Botswana Local Government**Date:** 24-Feb-2023

Provide a short description (purpose, aim and significance) of the research project, and explain why and how you have chosen this person to participate in this research (maximum 150 words).

The whole aim or purpose of the research study, is to find out the effect of performance management system on organisational productivity in Gaborone city council within the Botswana local government. The research study is important because it going to contribute to the vast body of knowledge as far as performance management systems are concerned in the case of Gaborone city council. It is of paramount importance that at the end of the study, the ongoing challenges of inadequate organisational productivity are sufficiently addressed with a sound performance management system so that Gaborone city council can effectively realise its performance objectives to expected standards. The study is expected to pin point problematic areas or lacking aspects of the performance management system and then provide recommendations to resolve the challenges

The above named Student is committed in ensuring participant's voluntarily participation in the research project and guaranteeing there are no potential risks and/or harms to the participants.

Participants have the right to withdraw at any stage (prior or post the completion) of the research without any consequences and without providing any explanation. In these cases, data collected will be deleted.

All data and information collected will be coded and will not be accessible to anyone outside this research. Data described and included in dissemination activities will only refer to coded information ensuring beyond the bounds of possibility participant identification.

I, Ketlametswe Dingalo, ensure that all information stated above is true and that all conditions have been met.

Student's Signature:




Informed Consent Form

Part 2: Certificate of Consent

This section is mandatory and should to be signed by the participant(s)

Student's Name: Ketlametswe Dingalo

Student's E-mail Address: kkdinalo@gmail

Student ID #: R2001D10095221

Supervisor's Name: Dr Sylvia Rita Atoko

University Campus: Unicaf University Zambia (UUZ)

Program of Study: UUZ: DBA

Research Project Title: The Effect of Performance Management Systems on Productivity: A Case of the Gaborone City Council within Botswana Local Government

I have read the foregoing information about this study, or it has been read to me. I have had the opportunity to ask questions and discuss about it. I have received satisfactory answers to all my questions and I have received enough information about this study. I understand that I am free to withdraw from this study at any time without giving a reason for withdrawing and without negative consequences. I consent to the use of multimedia (e.g. audio recordings, video recordings) for the purposes of my participation to this study. I understand that my data will remain anonymous and confidential, unless stated otherwise. I consent voluntarily to be a participant in this study.

Participant's Print name:

Participant's Signature:

Date:

If the Participant is illiterate:

I have witnessed the accurate reading of the consent form to the potential participant, and the individual has had an opportunity to ask questions. I confirm that the aforementioned individual has given consent freely.

Witness's Print name:

Witness's Signature:

Date:



UREC Decision, Version 2.0

**Unicaf University Research Ethics Committee
Decision**

Student's Name: Ketlametswe Dingalo

Student's ID #: R2001D10095221

Supervisor's Name: Dr Sylvia Atoko Rita

Program of Study: UU-DBA-900-3-ZM

Offer ID /Group ID: O55872G62747

Dissertation Stage: DS3

Research Project Title:

The Effect of Performance Management Systems on Productivity: A Case of the Gaborone City Council within Botswana Local Government

Comments: No comments.

Decision*: A. Approved without revision or comments

Date: 03 May 2023

*Provisional approval provided at the Dissertation Stage 1, whereas the final approval is provided at the Dissertation stage 3. The student is allowed to proceed to data collection following the final approval.