
EVALUATING THE EFFECTIVENESS OF THE CURRENT PERFORMANCE APPRAISAL SYSTEM AND PROCESSES: A CASE OF CAPRICORN TECHNICAL VOCATIONAL EDUCATION & TRAINING COLLEGE

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Abstract

The performance appraisal system at Capricorn Technical Vocational Education & Training (TVET) College is designed to enhance staff performance by providing regular feedback, identifying training needs, and supporting career development. However, there have been growing concerns regarding the effectiveness of this system. Issues such as lack of clarity in performance criteria, perceived biases in evaluations, inadequate feedback, and the limited impact on career progression have been reported. These issues raise questions about whether the current system effectively meets its objectives and supports the college's mission. The purpose of this study is to evaluate the effectiveness of the current performance appraisal system and processes: A Case of Capricorn Technical Vocational Education & Training (TVET) college, Limpopo Province, using the qualitative exploratory research design and making recommendation on what measures can be used to improve the current systems. The key findings are that the current appraisal system and processes at Capricorn Technical Vocational Education & Training (TVET) College does not produce positive outcome and encourage training and development hence employee's performance and productivity remain unchanged. The recommendation is that current performance appraisal process and remuneration policy should be linked to performance management system to address the identified gaps, so that it can bring a sense of uniformity during performance appraisal system implementation.

Keywords: Performance Management System, Performance Appraisal System, Performance Appraisal, Key Performance Area, Human Resources

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1. Introduction

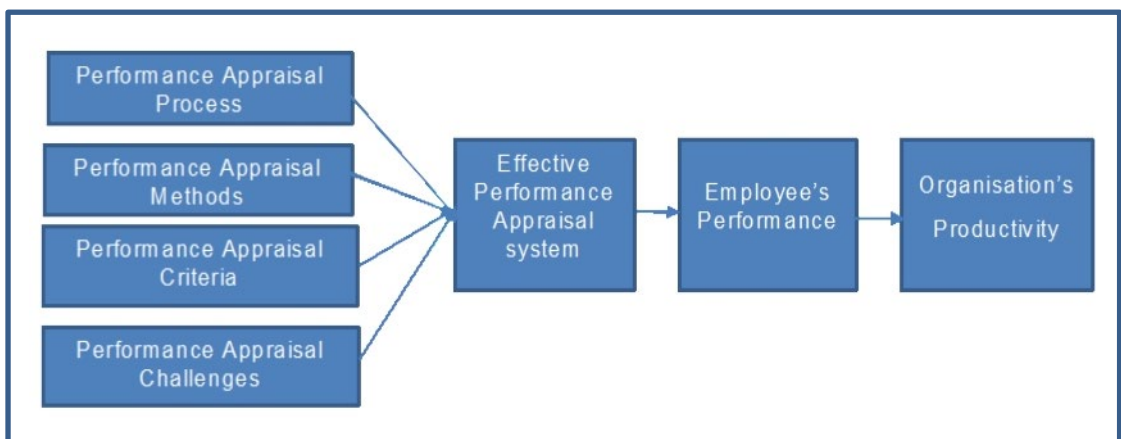
Globally, Modika, Malatji & Selepe (2023) confirms that the effectiveness of performance appraisal system in various organisations is one of the most important aspects because it speaks directly to both employee’s career development and organisational success. Through performance appraisal, employees are measured as to how he or she have performed in their work, which gives them an opportunity or room for improvement (Pimplapure *et al.*, 2024). The performance appraisal system at Capricorn Technical Vocational Education & Training (TVET) College is designed to enhance staff performance by providing regular feedback, identifying training needs, and supporting career development. However, there have been growing concerns regarding the effectiveness of this system. Issues such as lack of clarity in performance criteria, perceived biases in evaluations, inadequate feedback, and the limited impact on career progression have been some of challenges identified. Department of Higher Education and Training (2021) confirmed that the current performance appraisal system does not provide the required information in measuring the performance of individual employees at Capricorn Technical Vocational Education & Training College.

2. Literature Review

2.1. Conceptual framework

Salawu, Bolatitio & Masibo (2023) defined conceptual framework of the study as background structure of how a researcher thinks the research study phenomenon can be well explained and understood without losing its value. According to Pimplapure *et al.*, (2024) Performance Appraisal System (PAS) is a comprehensive concept in nature; however, this study will remain its focus on determining the effectiveness of Performance Appraisal System (PAS) at Capricorn Technical Vocational Education & Training (TVET) College which will look on the processes, methods, evaluation criteria and Challenges only as per the diagram below:

Figure 1 Conceptual Framework



Source: Balaraman *et al.*, 2018

Figure 1 indicates that when organisation have followed the correct performance appraisal process, methods, criteria and address the challenges, it is most likely to have an effective Performance Appraisal System (PAS). Effective Performance Appraisal System (PAS) is an independent variable while employee’s performance, Training & Development, and organisation’s productivity are a dependent variable.

Figure 2: Operationalization Of Variables

Independent Variable	Dependent Variable
Effective Performance Appraisal	Employee Performance
Effective Performance Appraisal	Employee Training & Development
Effective Performance Appraisal	Organisational Productivity

Source: (Lu et al., 2020).

Figure 2 indicates that operationally, Capricorn Technical Vocational Education & Training (TVET) college employee’s performance is dependent to the effective Performance Appraisal System (PAS) because if it is implemented efficiently and effectively, it is most likely to increase individual employee’s performance. It further depicts that through effective Performance Appraisal System (PAS), the institution would be able to identify employee lack of skills which can be addressed through training and development. This means that training and development is dependent variable to effective Performance Appraisal System (PAS). In conclusion, the organisational productivity also depends on the effective Performance Appraisal System (PAS) to increase if Performance Management Systems (PMS) identified gaps are addressed.

2.2. Overview of Global and South African Performance Appraisal Systems

Katle (2020) confirms that performance appraisal has been a global phenomenon and organisations in various countries all over the world has been implementing different forms of performance appraisal systems. Modika, Malatji & Selepe (2023) Further alluded that in South Africa, various organisations have systems in place, which has been named performance management but, in fact, it is a performance appraisal system because it is indeed used to evaluate employee’s performance. Rostam (2020) defined performance management system as a method which is used to facilitate or empower employees to execute their duties at their best capabilities aimed at reaching or exceeding identified targets and goals in line with the organization’s objectives. (Thusi, 2023) confirms that the purpose of performance management system is to effectively manage both employees and organisation’s performance to remain competitive for productivity and operational efficiency. Capricorn Technical Vocational Education & Training (TVET) College should also need to begin with the re-assessment of their performance appraisal system achieve the required objectives.

2.3. Models and Approaches to Performance Appraisal Systems

Department of Higher Education and Training (2021) indicates that Capricorn Technical Vocational Education & Training (TVET) college use the following performance appraisal system models and approaches to evaluate and review employees' performance. *360-degree* is one of the most reliable types of performance appraisal which is good in provision of useful data or information about the employee's performance. It is used in conjunction with *Self-Reviews*, whereby evaluation and reviews are based on employee's ideas who are mostly familiar with their work, and their involvement in the incumbent in question. Other types are *Essay appraisal*, where the appraiser would prepare a written statement about the employee being appraised which mainly focusing on weaknesses and strength of individual employees and the *Peer Review* which is designed for employees to set and agree on goals, benefits, and objectives of their programme (Daniel, 2019).

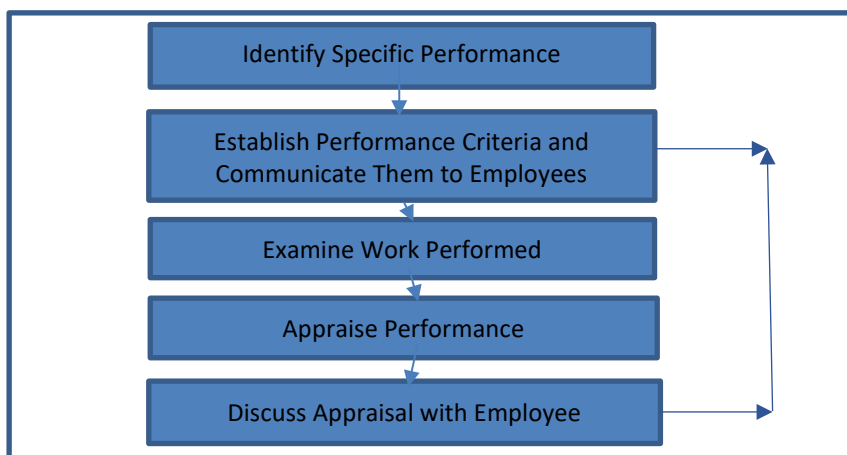
2.4. Performance Appraisal in Educational Institutions

Daniel (2019) indicates that organisation may differ from one to another based on the core functions of a particular organisation. Modika, Malatji & Selepe (2023) indicates that performance appraisal at Capricorn Technical Vocational Education & Training (TVET) College is broadly the source of performance information or data, which is used for evaluation and individual reviews.

2.4.1. Performance Appraisal Process

Daniel (2019) alluded that starting point of performance appraisal process is when Capricorn Technical Vocational Education & Training (TVET) College establishes a specific performance goal consisting of key performance area and indicator. Performance appraisal system may not effectively achieve every desired outcome however management should be able to identify a specific goal, believed to be the most important and reasonably attainable (Lu *et al.*, 2020). Balaraman *et al.*, (2018) suggested the following process flow on the diagram can be used:

Figure 3: The Performance Appraisal Process



2.4.2. Effectiveness of Performance Appraisals

Winingar (2021) indicates that educational institutions have employed and implemented PAS differently, however, at all the time Performance Appraisal System (PAS) should be understood, in terms of its strength and weakness. The following strategy is used to ensure performance appraisals effectiveness:

Education and Communication which emphasizes the imperatives of educational institution management to clarify and educate employees on the importance of performance appraisal system and its benefits (Lu et al., 2020). *Participation and Involvement* encourages that employees should be consulted to participate on the development of performance appraisal system to encourage ownership and involvement during the review periods, while *Negotiation and Agreement* advises that between employees and management there should be a mutual agreement with regards to the used mechanism and key performance area, and *Facilitation and Support* also encourages employees to be supported throughout the process for a rapid performance appraisal system process implementation (Winingar, 2021).

2.5. Barriers and challenges in implementing performance appraisal systems

Muriuki & Wanyoike (2021) indicates that most of Performance Appraisal System (PAS) have failed due to unreasonable expectations from a single method being utilised which doesn't specifically indicate what must be accomplished. (Esper et al., 2021) confirms that some of the barriers and challenges that has been faced by various organisation in implementing performance appraisal systems was due to issues such as inconsistent processes, lack of communication, limited motivation and not enough feedback.

2.6. Theoretical framework for the study

According to Varpio *et al.* (2020) refers to theoretical framework to the blueprint of the study. It is how the study will be guided based on the theories which exist in the field or area of research.

2.6.1. Goal-Setting Theory

Modika, Malatji & Selepe (2023) confirms that effectively set goals in an organisation is subsequent performance. Organisation which sets specific, difficult goals are most likely to perform better than those who would set easy goals. It suggests that specific and challenging goals with appropriate feedback may contribute to improve performance and assist employees to have a better understanding of Performance Appraisal System.

2.6.2. Equity Theory

Equity theory suggest that the success of the organisation is mainly based on employees who are bright, skilled and motivated to be productive. Employees want to be treated equally and fairly (Muriuki & Wanyoike, 2021).

2.6.3. Expectancy Theory

Employees are mostly likely to work hard once they understand that increasing their efforts and going extra mile for their work would improve their performance and productivity which will lead to a reward (Winingar, 2021).

2.7. Linking Theories to Research Objectives

Table 1 Linking theories to research objectives

Research Objective	Goal-Setting Theory	Equity Theory	Expectancy Theory
1. To explore the perceptions and experiences of staff members regarding the current performance appraisal system.	Employees should understand the organisation targets and goals that has been identified, to keep them motivated working hard on their tasks (Modika, Malatji & Selepe, 2023).	PAS Standard Procedure helps to achieve strong & productive relationship with employees, and overall result being contented, motivated employees	Employee should be able to understand that the task or KPA's given to them is achievable
2. To identify strengths and weaknesses in the current appraisal processes.	Appropriate goals set-up assist organisation to determines its strength, weaknesses and gaps.	There should fair balance between employee's inputs and outputs, hard work compared reward systems (Muriuki & Wanyoike, 2021).	The PAS should be able to achieve the expected outcome and identify both strength & weakness
3. To provide recommendations for improving the performance appraisal system	Setting up goals appropriate goals will assist the organisation to determine gaps that exists on the PAS to improve the outcome.	Suggests that sense of fairness improve PAS (Muriuki & Wanyoike, 2021).	Pas should also indicate areas of improvements (Winingar, 2021).

Source: Authors synthesis

3. Problem Statement

The performance appraisal system at Capricorn Technical Vocational Education & Training (TVET) College is designed to enhance staff performance by providing regular feedback, identifying training needs, and supporting career development. However, there have been growing concerns regarding the effectiveness of this system. Issues such as lack of clarity in performance criteria, perceived biases in evaluations, inadequate feedback, and the limited impact on career progression have been reported. These issues raise questions

about whether the current system effectively meets its objectives and supports the college's mission. The study aims to investigate these concerns, exploring the perceptions of staff and management regarding the effectiveness of the performance appraisal system. The current appraisal system at Capricorn Technical Vocational Education & Training (TVET) College does not encourage training and development hence no productivity. It does not produce positive outcome. Employee's performance currently moves at a sluggish pace.

4. Aim and Objectives of the study

The primary aim of this study is to evaluate the effectiveness of the current performance appraisal system and processes at Capricorn Technical Vocational Education & Training (TVET) College.

The specific objectives are:

- To explore the perceptions and experiences of staff members regarding the current performance appraisal system.
- To identify strengths and weaknesses in the current appraisal processes.
- To provide recommendations for improving the performance appraisal system.

5. Research Methodology

5.1 Research design

Khanday & Khanam (2023) describe research design as a structure assembled to provide research process flow on how it can be conducted. It gives guidance on how to collect, measure, and analyse the data based on the research questions. Khanday & Khanam (2023) advised on research designs which can be used such as explanatory research, descriptive and exploratory research. This study has employed qualitative exploratory research design to explore in-depth understanding and detailed perspectives of Capricorn Technical Vocational Education & Training (TVET) College management, human resources division, and staff members in terms current performance appraisal system.

5.2 Target population

Willie (2024) described target population as a group of people in which the research is conducted or whom the research results will apply to. The target population for this study was Seven Hundred and Twenty-Seven (727) employees of Capricorn TVET College. They were selected to have miscellaneous perspectives of the current performance appraisal system.

5.3 Sampling strategy

Sampling strategy is described as a method used to pick samples either from individual or large group of population for the purpose of conducting the research (Bhardwaj, 2019). They are divided into main categories namely, probability, and non-probability sampling. Purposive non-probability sampling method was used for this study because only certain

members of the population were selected randomly to participate in the study. It gave the researcher an opportunity to deliberately select persons who would provide in-depth rich relevant and insightful data related to research objectives. It allowed the researcher to determine capacitated samples to acquire correct amount of information for the study (Iliyasu & Etikan, 2021).

5.4. Sample Size

Judgmental sampling technique was used for this study, which is consistent with qualitative research approach, and it was suitable because the research was dealing with small number of individuals. Ten participants from Capricorn Technical Vocational Education & Training (TVET) College were interviewed to conduct the study, to ensure a miscellaneous and wide range understanding PAS process.

5.5 Data collection method

Taherdoost (2021) described data collection method as detailed process and technique used to collect, analyse, and interpret data, which are qualitative and quantitative data collection. For this study, qualitative data collection method which is in line with inductive research approach was used, it is described as way in which the researcher perceives theories proposed towards the end of the research process. The reason for using inductive research is for better understanding of events occurred previously and currently, pertaining to Capricorn Technical Vocational Education & Training (TVET) College performance appraisal system. It also assisted in identifying strategies to be used for improvement of Performance Appraisal System (PAS) that has been employed.

5.6 Data analysis

According to Islam (2020) described data analysis as way in which the researcher would conduct the research from a mass of data to expressive insights information. Brailas *et al.*, (2023) indicates that there are different techniques of qualitative data analysis approach to analyse data such as qualitative content analysis, narrative analysis, discourse analysis, grounded theory and thematic analysis. On this study, thematic analysis was used, and it is defined as a technique which is used to identify themes or patterns of how data would be collected and analysed (Kiger & Varpio, 2020). The reason why Atlas.ti software analysis in consistent with thematic analysis utilised, was to determine the type of data to be used because qualitative data was transcribed into Word program. Once it has been captured, cleaned and the recordings was listened to repeatedly to ensure data was transcribed accurately and correctly.

5.7 Trustworthiness

Stahl *et al.* (2020) described trustworthiness as a level of degree in which the researcher has confidence on the data, interpretation, and methods used to determine the quality of the study. For this study, Ahmed (2024) alluded on approaches of trustworthiness which were employed.

The *credibility* of this study was determined by ensuring that the sources of the information provided are reliable, in terms of peer-reviewed and accredited sources. (Stahl *et al.*, 2020). In terms of *transferability*, the researcher was responsible to provide thick descriptions on the study for those who seek to transmit the outcomes to their own site would determine the transferability (Ahmed, 2024). For *dependability*, the researcher had to ensure that the process is consistent, observable, and it is clearly documented in a detailed manner (Ahmed, 2024). And for *confirmability*, it was recognised since credibility, transferability, and dependability has been achieved (Stahl *et al.*, 2020).

6. Results

6.1 Thematic presentation of results

Research Objectives	Main theme
To explore the perceptions and experiences of staff members regarding the current performance appraisal system.	Theme 1: PAS is conducted for the sake of compliance
	Theme 2: Allocation of scores is unjustified
	Theme 3: Lack of understanding
To identify strengths and weaknesses in the current appraisal processes.	Theme 4: It is not linked to Reward System
	Theme 5: It lacks uniformity
	Theme 6: It is inaccurate, inconsistent, and unfair
To provide recommendations for improving the performance appraisal system	Theme 7: PAS should implemented improve employee's capacity, career development, and productivity.
	Theme 8: Employees should be workshopped on the process of PAS for better understanding & undeviating implementation.
	Theme 9: Performance Appraisal system should be linked to forms of rewards
	Theme 10: PAS should be accurate, consistent and fairly at all levels.

6.2 Linking of research objectives, questions, and findings

Research Objectives	Research Questions	Findings/Themes
To explore the perceptions and experiences of staff members regarding the current performance appraisal system.	Does Capricorn Technical Vocation Education & Training (TVET) College have remuneration policy and if it is in line with the current performance appraisal system? please elaborate.	<p>Performance Appraisal System (PAS) is conducted for the sake of compliance</p> <p>Allocation of scores is unjustified</p> <p>Lack of understanding</p>
To identify strengths and weaknesses in the current appraisal processes.	Do you believe that when performance appraisal is conducted, all factors that aid or impede performance are considered?	<p>It is not linked to Reward System</p> <p>It lacks uniformity</p> <p>It is inaccurate, inconsistent, and unfair</p>
To provide recommendations for improving the performance appraisal system	Are you satisfied with the weighting scores assigned by performance appraisal system to each activity that you must complete within the designated time frame and if it assists you to set and achieve the relevant objectives?	<p>PAS should implemented improve employee’s capacity, career development, and productivity.</p> <p>Employees should be workshopped on the process of Performance Appraisal System (PAS) for better understanding & undeviating implementation.</p> <p>Performance Appraisal (PA) system should be linked to forms of rewards</p> <p>Performance Appraisal System (PAS) should be accurate, consistent, and fairly at all levels.</p>

6.3 Responses rate percentage on findings/themes

Objectives	Respo ndents	Findings/themes	Frequ ency	Percent age (%)
To explore the perceptions and experiences of staff members regarding the current performance appraisal system.	10	PAS is conducted for the sake of compliance	05	50%
	10	Allocation of scores is unjustified	03	30%
	10	Lack of understanding	02	20%
To identify strengths and weaknesses in the current appraisal processes.	10	It is not linked to Reward System	02	20%
	10	It lacks uniformity	03	30%
	10	It is inaccurate, inconsistent, and unfair	05	50%
To provide recommendations for improving the performance appraisal system	10	PAS should implemented improve employee's capacity, career development, and productivity.	02	20%
	10	Employees should be workshopped on the process of PAS for better understanding & undeviating implementation.	02	20%
	10	Performance Appraisal system should be linked to forms of rewards	03	30%
	10	PAS should be accurate, consistent, and fairly at all levels.	03	30%

6.4. Discussion

Objective 1: To explore the perceptions and experiences of staff members regarding the current performance appraisal system.

Theme 1: PAS is conducted for the sake of compliance

Govender et al. (2020), indicates that remuneration policy within public sector institution is one of the basic policy requirements. Technical Vocational Education & Training (TVET)

College's remuneration policy framework is in line with the Department of Higher Education and Training. DHET (2021) gives guidance on how Performance Appraisal System (PAS) should be conducted and for what purpose. Performance Appraisal System (PAS) should be conducted for employees' career development, productivity and to reach organisational goals and targets.

50% of the participants indicated that performance appraisal system at Capricorn Technical Vocational Education & Training (TVET) College it's been conducted for the sake of compliance. Employees feels that current Performance Appraisal System (PAS) is not making any impact on their career development hence lack of productivity. They are discouraged to participate fully in the process of Performance Appraisal System (PAS).

Respondent 5: *"Yes, but is just being applied as a norm for compliance, it is not linked performance appraisal systems because we do not get reward, yet the policy speaks of reward"*

Respondent 6: *"Yes the policy is there, however the implementation is inconsistent with DPSA and DHET"*

Respondent 7: *"yes, as a public entity we have a remuneration policy, the challenge may be how we implement it in terms of performance appraisal system"*

Respondent 9: *"Yes, the college has remuneration policy, and it is in line with performance appraisal system, but it makes no sense as to what impact does it make to me as an employee except being compliant to the audit"*

Respondent 10: *"Yes, but am just not sure how it is implemented if it goes with what it is supposed to be, I end up doing it to avoid audit finding"*

Theme 2: Allocation of scores is unjustified

(Mayer and Napel, 2021) confirms that the major idea of weighting scores on the performance management system (PMS) is to ensure that estimation of equation to the employee task or activity which is known as key performance area is in consistent with the actual work on the ground.

30% of Participants felt that performance scores allocation rating is unclear in comparison with key performance areas of individuals employees. The allocation of scores compared to the work done demoralise employees to work hard. Employees felt to be underscored.

Respondent 1: *"Yes, Capricorn TVET college has remuneration policy which has been used to develop performance appraisal system through DHET guidance, but how we are rated and allocation of scores has favoritism"*

Respondent 2: *"No, I don't think all factors are considered because sometimes you score yourself and your score is reduced without justification."*

Respondent 4: *"Yes there is remuneration policy because the performance appraisal system is developed out of the remuneration policy, and employees are measured"*

according to the PMDS yet when the committee reviewed our scored nothing gets to be explained to us as employees”

Theme 3: Lack of understanding

Diamantidis and Chatzoglou (2019) confirms that performance appraisal systems may be misunderstood if the process lacks a proper structure, or the process are not adhered to, because it should be repeated more often for employees to understand.

20% of participants believes that more workshops should be conducted to capacitate staff or employees on Performance Appraisal System (PAS) for better understanding and to know what is expected of them.

Respondent 3: *“No, because it is conducted to comply to the DHET procedural policy framework, at times processes and expectations have not been explained us”*

Respondent 8: *“Yes, there is remuneration policy in consistent with DHET policy as the college is established in terms of DHET act, yet I still don’t understand why we should continue to do it, the process its unfair”*

Objective 2: To identify strengths and weaknesses in the current appraisal processes.

Theme 4: It is not linked to reward system.

(Muriuki & Wanyoike, 2021) alluded that during Performance Appraisal System (PAS), organizations should table the targets to be met and agree on reward system to be used.

20% of participants confirmed that current appraisal system was not linked to the reward system, because performing employees has not been receiving any Performance Management System (PMS) bonuses. Underperforming employees are also not enrolled for career development.

Respondent 4: *“yes, there is remuneration policy, but it is not in line with the reward system because reward system speaks about reward but currently there is no reward”*

Respondent 7: *“No because it does not benefit employees, we are not rewarded according to what the policy suggests. It is done according to favoritism and certain people are favored”*

Theme 5: It lacks uniformity

Gnepp et al. (2020) alluded that, generally, an employee’s performance should be measured against a uniform predetermined set of criteria’s which should be applied across the board.

30% of participants raised that there is lack of uniformity on the current PAS. Line managers are implementing it differently and according to their individual understanding. Some employees are subjected to segregation especially where there is bad relationship between two employees.

Respondent 3: *“No, I don’t think all factors are considered because it is inconsistent from one employee to another”*

Respondent 5: *“Yes, the process of PAS is not implemented similarly from one employee to another”*

Respondent 10: *“No, I find it to be unfair because as employees we are treated differently, there is no sense of uniformity”*

Theme 6: It is inaccurate, inconsistent, and unfair.

Govender et al. (2020) raised that some of the factors which contribute to inaccurate, inconsistency, and unfair implementation of Performance Appraisal System (PAS) are personal biases, comparing employees, changing standards, limited feedback and lack of training.

50% of participants indicated that due to lack of uniformity, standard procedure, and understanding of Performance Appraisal System (PAS), it makes the process to be inaccurate, inconsistent and unfair to individual’s employees.

Respondent 1: *“There is no transparency in how the PAS is implemented”*

Respondent 2: *“It does not reflect the true information of what actual transpired on the ground”*

Respondent 6: *“No, because generally there is lack of understanding with the whole performance appraisal system processes, workshops are not conducted for better understanding hence I believe the implementation is not inconsistent with the DHET & DPSA remuneration policy and it is unfair to some of us”*

Respondent 8: *“Yes because according to the policy, both appraisee and appraiser are given an opportunity to discuss anything that could be left out during the appraisals on a meeting before the final submission and part of the discussion would be employee improvement plan, but that’s hardly happen”*

Respondent 9: *“as much as I do it every quarter, the process does not make sense at all, there is no accuracy on rating of scores and its unfair”*

Objective 3: To provide recommendations for improving the performance appraisal system.

Theme 7: PAS should implemented improve employee’s capacity, career development, and productivity.

Govender et al. (2020) emphasised that to determine how employees can improve their performance and develop their career more efficiently, Performance Appraisal System (PAS) should be implemented correctly in line with the organisational goals and targets.

20% of participants raised that, for employees to improve performances, develop careers and increase productivity, Performance Appraisal System (PAS) should be implemented in accordance with the correct process with a single standard procedure.

Respondent 1: “Yes, I am satisfied with my scores, it assists me to achieve my objectives and see where am lacking in order to register my own studies”

Respondent 3: “Yes, Key performance area encourages employees to perform, and it is rated on the scale of 1 to 4”

Theme 8: Employees should be workshopped on the process of PAS for better understanding & undeviating implementation.

Diamantidis and Chatzoglou (2019) confirms that performance appraisal system workshop is to enhance their skills in setting goals, providing feedback, and effectively managing the performance appraisal process with a goal to improve institutional performance.

20% of participants emphasised that regular refresher training on Performance Appraisal System (PAS) to workshop employees should always be conducted so that employees know the importance of Performance Appraisal System (PAS), how it should be implemented and at what timeframes.

Respondent 9: “I feel the weighting is over scored on the work or key performance area that I do less unlike if it was allocated on the work or KPA that I do mostly every day”

Respondent 8: “key performance areas (KPA) push me to do the work, and because I get rated on the work I did, however how the allocation of score weights were done based on what, I am not sure”

Theme 9: Performance Appraisal system should be linked to forms of rewards.

Govender *et al.* (2020), confirms that employing staff personnel’s that is rewarded fairly, they become an asset of an organization because a happy employee is a productive employee, who becomes target & goals driven.

30% of Participants raised that for employees to continue to work hard and increase productivity, Performance Appraisal System (PAS) should be linked to a rewards system whereby performing employees would be compensated accordingly.

Respondent 6: “No, I don’t even know the importance of weighting scores and how it is linked to my actual work, nothing was explained on how it gets to be allocated and all these years I have never been rewarded”

Respondent 7: “Yes, I am happy with the scores, however it does not benefit me in terms of personal growth and PMS bonus”

Respondent 10: “No, it is discouraging because it is not allocated accordingly hence it is difficult for me to go extra mile for the college, because I know I would not be compensated, I come to work and do what I can”

Theme 10: PAS should be accurate, consistent, and fairly at all levels.

Gnepp et al. (2020) emphasised that to encourage meaningful participation of all employees at all levels, Performance Appraisal System (PAS) should be accurate, consistent, transparent and fair to everyone.

30% of Participants raised that the sense of favouritism should not be tolerated at all costs. Performance Appraisal System (PAS) outcome should reflect individual employees as per their key performance areas.

Respondent 2: *“No, I am not satisfied, am not happy because it does not communicate to the actual work, I have raised the matter, but it remains unchanged”*

Respondent 4: *“No, I feel that am under scored, yet the work I do is too much and more than my score”*

Respondent 5: *“No, it is inconsistent with the work I do, and if you over score yourself, the process of justifying the score before the Appraisal Committee is draining and tedious, which is discouraging on raising the issue”*

7. Conclusions

Capricorn Technical Vocational Education & Training (TVET) College does have remuneration policy which speaks to performance management policy hence from implementation point of view, there is lack of uniformity in terms of how performance appraisal system is conducted because, not all factors are considered during appraisals. Performance management appraisal system should be transparent from entry to exit. The process should be explained to employees for clarification and its objectives. Performance Management System (PMS) should achieve the desired results through consistence and fairness. Performance appraisal process is an important tool to achieve positive outcome. lack of funding or budget and reward system that are linked to PMS for compensation and implementation discourages employees to actively participate. Discussion of weighting scores plays an important role between the employee and employer or immediate supervisor to have a mutual agreement before scores are allocated to the employee activity. Weighting scores that are imposed on employees may further discourage employees.

8. Contributions

8.1 Theoretical Contributions

It was determined that most of the managers who are supposed to implement the performance appraisal system at Capricorn Technical Vocational Education & Training (TVET) College lack knowledge and understanding of the system itself. As a result, they are unable to plan, monitor, review, and appraise their subordinates efficiently and effectively. There is a lack of leadership commitment to the system whereby they ignore change management in system implementation.

8.2 Practical Contributions

It was found that performance management appraisal system at Capricorn Technical Vocational Education & Training (TVET) College is ineffective, inaccurate, and unfair because it does not produce the desired results or intended results. It does not reflect the true information of what is deemed to be the accepted standard of the measurement. The performance appraisal system with the Technical Vocational Education & Training (TVET) College is conducted unfairly because employee's treatment is different from one to another and each campus is implementing it according to their understanding and standards. There is a lack of uniformity. The study's findings can guide Capricorn Technical Vocational Education & Training (TVET) College and similar institutions in refining their performance appraisal systems. Recommendations from this study could lead to the development of more objective, transparent, and effective appraisal processes, ultimately enhancing staff motivation and performance.

8.3 Policy Contributions

It was found that Capricorn Technical Vocational Education & Training (TVET) College has a remuneration policy which is a public sector institution basic policy requirement, and it is in line with the Department of Higher Education and Training, and the current performance appraisal system. Employees are demotivated at Capricorn Technical Vocational Education & Training (TVET) College because when performance appraisal is conducted, not all factors of performance management are considered. It is mostly conducted for compliance and procedural. The results of this study may inform policy changes at the institutional level, leading to the implementation of more standardized and equitable appraisal practices across all departments within the college.

9. Recommendations

Capricorn Technical Vocational Education & Training (TVET) College must review remuneration policy to address the identified gaps and to link it with Performance Appraisal System (PMS), so that it can bring a sense of uniformity during Performance Appraisal System (PAS) implementation. Department of Higher Education & Training (DHET) and Department of Public Service & Administration (DPSA) should develop and introduce Consequences Management to both employees and managers to improve PMS processes adherence. Remuneration policy should be linked to Performance Appraisal System (PAS) outcome, employees PDP, and reward systems so that there is a synergy in these PMS items to encourage employees. Performance Management System (PMS) must assist Capricorn Technical Vocational Education & Training (TVET) college to improve employee capacity & productivity. The process is transparent, consistent, accurate and fair to the employees. Performance Appraisal (PA) should not be conducted for the sake of compliance and procedure but to achieve the desired outcome to build employee's capacity to increase productivity. PMS should not be used as tool for personal vendetta to avoid discouragement. Weighting scores allocations should be consistent with the actual work to be done to encourage employees. On-going discussion between managers and employees about Performance Appraisal System (PAS) should always be conducted, including workshops for better understanding.

10. Limitations, Areas of further Study & Conclusion

The limitations on this study were that it was only conducted at Capricorn Technical Vocational Education & Training (TVET) College, and only ten employees could be interviewed as per the requirement, hence it cannot be generalised to the rest of the organisation employees and other Technical Vocational Education & Training (TVET) colleges. The limitation on the research study has resulted in an opportunity for further research on this topic in other organisations within South Africa. It is also recommended that Sector Education and Training Authority (SETA's) should also be part of further research study as it plays a major role in organisational performances in terms of skills development. A future research title that can be regarded is the impact of performance management system on employee and organisational performance in South African Technical Vocational Education & Training (TVET) Colleges.

Performance management appraisals systems play an imperative role in terms of employee's performance improvement and in reaching the organisational goals. Performance appraisal system is part of performance management because it assists organisation's employees to improve their performance to achieve its goals. The problem statement was addressed through attending the research objectives of the study.

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