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Critical Success Factors Affecting Individual Performance of Employees at a Sugar Plantation in Mozambique

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ABSTRACT In this paper, the authors examine how human resources are managed at a selected private company in Mozambique. This paper aimed to examine how the human resource management practice has evolved at the company and discuss how it could be improved. It investigated the success factors of individual performance. The study's population, consisting of *Xinavane* Sugar Mill local (nationals) employees, comprised of 88 respondents. In order to achieve the paper's objective, the researchers developed and distributed a questionnaire and collected and analyzed the data using Statistical Package for the Social Sciences (SPSS). The paper presents two key findings which argue that salary is the main driver of individual performance at *Xinavane* Sugar Mill and that Job Security offered by *Xinavane* Sugar Mill to the employees plays a role in motivating the employees.

INTRODUCTION

The last decade or so has seen a growing interest amongst both academics and practitioners in the field of both corporate and individual Performance. This paper focuses on individual performance. Individual performance management hereafter, PM is an integral part of a management system in which each component of individual performance is monitored and evaluated against specified targets. Clearly there is no one-size-fits-all solution for any organization. Each organization is unique and must find its own model which will work for that particular organization in the marketplace. However whether an organization is large or small in terms of revenue or human capital there are certain fundamental criteria that could apply equally.

When PM systems are maintained effectively, employees get to know how they are performing, what they can do to improve their performance and areas they can show their full potential. Furthermore, this also ensures achivement of goals and objectives as they will be made clear, thus allowing efficiency throughout the organisation. Overall, PM systems create a better future for the world as efficiency in all companies will result in a better economy and performance in all employees, Regenesys Business School (2014). In this paper the authors discuss and propose key critical success factors that *"Açucareira de Xinavane"* (hereafter designated ADX or *Xinavane* Sugar Mill) may consider when formalizing a PM system in order to improve individual performance.

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Literature Review

Background to the Concept of Performance Management

The idea of evaluation is considered as having had practical effects since the origin of the human species Lucena (1992:123). For Sousa et al. (2005: 260), the concept of performance evaluation is "as old as the age of civilization". According to Sousa et al. (2005), the Sumerians, a society that blossomed in the Euphrates Valley approximately 6000 years ago, had a peculiar perception of evaluation which they frequently used to perform the task of keeping written registers. They wanted to know the value of their goods such as metals and tools for business transaction purposes. The most important aspect to note is that they conducted performance evaluations of those products that were important and that guaranteed prosperity. The company knew therefore which products positively affected the profit and the prosperity of the society and they concentrated all their efforts on those products. The idea was to continually increase profitability; therefore a constant performance evaluation was carried out for the employees. The breadth of the subject area and lack of a concise definition make it difficult to identify the boundaries of PM in general, and in terms of individuals. As Lloyd et al. (2004:13) observe "not only is there no clear definition but there is also a fundamental lack of agreement about specific practices it should and should not incorporate as well as the meaning that are ascribed to those practices".

Financial and particularly management accounting have been concerned with measuring and controlling the financial performance of organizations; operations have been concerned with "shop floor" performance often focusing on improving throughput and efficiency whether that be from manufacturing or a service perspective; strategies have been concerned with developing plans to deliver future objectives and human resources (or personnel) have been concerned with managing the performance of people. It is relatively recent that PM from these disciplines has begun to converge and recognize the need for integration into a multidisciplinary approach to managing performance.

Performance Management of the Organization versus HR Performance

Moving from Organization Strategy to Organization Performance requires alignment of Human Resources with the business' objectives each step of the way. The alignment of the individual goals with the organizational one is crucial and represents a basic step forward for the success of the whole process. It is important to remember that a basic and determinant characteristic to achieve the objectives/goals of an organization is to find congruence between the organizational components of: task staff formal and informal organization structure (Nadler et al. 1994).

Performance Management is one of the tools with which to drive business performance. Business Strategy is a pre-requisite for setting individual goals and objectives and is the starting point for an effective performance management system. The PM system has to integrate the organization's objectives and goals as well as all related actions to achieve them. Lucena (1992:14) states that "people are the only ones who promote the changes to keep an evaluative rhythm. This means that the success of the organization is supported basically and irreplaceably in the competence in the innovative capacity and in the positive performance of its work force".

It has been evidenced that most HR (Human Resources) approaches accept this link between the organizational goals and HR; however, when they are asked to present methods or practical tools to link the two they do so by emphasizing human behaviour factors such as assiduity, initiative, attitude towards clients etc.

A business strategy is only as good as its definition at the "cellular" level of Person and Position by cascading group objectives to individual objectives. Likewise, a performance review is at its best when measured at its lowest cellular level of Person and Position and then consolidating all results.

Sousa et al. (2005:254) say that creating an HR performance evaluation process and then consistently and systematically evaluating the Person, Position and Performance (3 Ps) against it can optimize the Organization Performance and ensure that HR policies and practices support the Organization Strategy. If these are to be governing statements of HR policies, each person must then be viewed as a key asset. The first priority is to consider human resources as the only valuable asset that does not depreciate over time and to monitor their performance in order to meet short and long term goals. Finally, a business strategy and performance review when guided through a clear HR policy and fully supported by a simple HR process will ensure a consistent HR PM fully aligned to the Organization Strategy and Performance.

A Closer Look into Performance Management of HR

An anonymous but wise individual once said: "Good management is not only the gift of identifying talent but the art of selective recognition of strengths and weaknesses and the proper encouragement of the best in any man or woman." This statement speaks volumes about the importance of PM in terms of a HR perspective.

The basis of any effective HR strategy is in making sure that there is a strong PM framework. PM assumes priority over all other processes in Strategic HR. In order to align performance of employees with overall organisation performance, compensation and identification of future leaders, performance Evaluation acts as a good starting point. A strong Performance Evaluation separates the Wheat from the Chaff, proverbially speaking HCM Practice (2014).

According to Hronec (1994) generally organizations measure performance in terms of:

- Quality of the product/service.
- Timing the process.
- Costs incurred.

On the other hand, HR PM depends on the analysis of the employees' performance based on the standards previously defined. The above characteristics (cost, quality and time) can however be used as a source to set quantified standards of products or services to be achieved by people thus contributing to the performance appraisal and ultimately PM. During the process the organization must ensure the availability of all resources necessary for the achievement of short term objectives and the overall goals. In the case of evidence of dysfunction or misalignments, the organization must assess the causes and implement changes or redefine the whole strategy if necessary.

The interaction of personal and external factors will demand some actions and decision-making from the evaluators and managers in general. In terms of HR Lucena (1992:21) points to four basic components that affect PM:

- Professional Qualification.
- Organizational Culture.
- Management Style.
- External Environment.

In essence the individual performance of an employee is largely influenced by his/her professional qualifications and surrounding environment. It means that the performance must be a reflection of personal abilities and professional qualifications. However, the organizational culture is also a very important dimension to be considered. Kotter et al. (1992) identify two levels of organizational culture and its effects. The first one refers to the "deeper and less visible" aspect which is the shared values and those factors that mould group behaviour. The second one refers to what is "more visible". It refers to the "standards" or organizational "style" followed by the people. This level is easier to change.

The management style is felt in the day-to-day business of the organization. The relationship between the supervisor and subordinates is developed on a daily basis and the way it is developed influences the PM. At this stage it is important to mention that this aspect attracted much attention and has been controversial amongst authors in the HRM (Human Resources Management) field.

A further factor that is decisive in organizations is the external environment. The external environment exerts a huge influence on organizational strategies in terms of structure and direction. The capacity of individuals to learn from the external environment becomes a basic requirement for the success of organizations – mainly those integrated in competitive markets.

From what has been reviewed in terms of HR. the authors of this paper define PM as a management tool that makes uses of performance appraisal to ensure the achievement of performance goals. Hunter (2004:144) defines PM as a "management approach or style which makes use of the various motivational principles and incorporates the more effective aspects of management by objectives (MBO) and performance appraisals in order to provide direction and focus for the employees and to improve and maintain individual and team performance". For Chiavenato (1994: 263), PM is an administrative technique to direct employees towards the achievement of established goals/objectives. This technique is a means by which problems of staff supervision. Integration of the employees in the organization's culture or in his/her position. Absenteeism, resignations, loss of talented employees and motivation, amongst others can be identified. Lucena (1992: 26) sees PM as the monitoring of the employees' performance towards the achievement of established goals. She adds that "the concept of PM has its foundation in the comparison between presented results (actual) with one's pre-established".

PM relates to the co-ordination and measurement of individual performance in line with the organizational goals and objectives. Critical elements include the alignment of business and individual goals setting of measures and evaluation of this delivery. However, the researcher found the definition given by Hunter (2004) broader and more complete since it includes aspects of motivation appraisal tools and individual/team performance towards set objectives (goals). Contrary to other authors, from Hunter's definition one can easily understand the concept as well as the objectives of PM.

In this regard Hunter introduces the concept of MBO as an integral part of the PM program. He defines it as a "technique for helping managers to understand the organization's objectives and to work effectively towards the achievement of these objectives". According to Hunter, PM integrates MBO, Performance Appraisal, Training, Development and Coaching. MBO is seen as an umbrella from where the performance appraisal's techniques are used for evaluation. The objective-oriented approach outlined above is illustrated by the following diagram.

Role Clarification is the starting point for PM and is one source for objectives setting (the other sources being the business plan and the business conditions). PM system ensures seamless integration between organization and individual goals. Furthermore, a PM system through its tools of application (performance appraisal techniques. goal setting. etc.) provides guidance in individual objective setting by incorporating a step-by-step review of:

- an individual's areas of responsibilities;
- corresponding key performance indicators;
- the business conditions likely to impact the achievement of results; and
- the cascading of organization objectives through the hierarchy to the position holder.

Similarly, the PM system helps to motivate the individual and guides the review of performance by incorporating an analysis of:

- the needed actions to achieve objectives including the means. deadlines and resources;
- the actual results achieved relative to each objective;
- the influences that impacted performance as a result of unforeseen changes in business conditions; and
- an assessment of performance based on achievement of individual objectives but taking into consideration unforeseen influences outside the control of the position holder.

Bergamini (1992:26) for instance states that PM must be seen as an instrument to collect data related to HR inside the organization but only if it is found that there is something obstructing the normal performance. Adding to this he says that instead of merely using PM as a tool to provide accurate data about employees' behaviour in the workplace it should also be used as a means to get to know the employees as human beings (human relations).

An analysis from an economics viewpoint within a capitalist enterprise the ultimate objective towards the introduction of a PM Program is profit maximization. Following an exhaustive crawl through relevant literature it was found that Ashton and Sung (2002:17) unequivocally state that "First and foremost stringent scientific research has now established a strong link between the use of human resource practices and enhanced performance across a range of indicators but especially in productivity and crucially profitability." However it was plainly investment in these practices and the skills associated with them pays off on the bottom line. Whitfield and Poole (1997: 755) similarly conclude that firms adopting PM programs have better outcomes than those which do not.

Definition of Performance Appraisal

In general the concept of performance appraisal is related to the act of quantifying something against a set target. Its process develops measurable indicators that can be systematically tracked to assess progress in achieving goals. Grobler (2002:260) defines Performance Appraisal as an ongoing process of evaluating and managing both the behaviour and outcomes of individuals. He adds by saying that there are three main criteria to measure performance:

- Trait-based criteria – focuses on the personal qualities and characteristics of the employee.
- Behavioral-based criteria – focuses on the behaviors which are directly associated with successful job performance.
- Result-based criteria – focuses on the completed output or product.

Seniwoliba (2014:600) argues that performance appraisal could be seen as an objective method of judging the relative worth or ability of an individual employee in performing his or her task. He also adds by saying that if it is objectively done, the appraisal can help distinguish between a hard and lazy worker. In his conclusion he mentions that a better performance appraisal system should focus on the individual and his or her development as to make him or her achieve the desired output.

According to Hunter (2004:168) performance appraisal consists of three interrelated elements:

- determining the level of an employee's performance;

- assessing in terms of the performance standards and goals for that job and
- providing the employee with feedback about his or her performance.

From the above elements one can see that performance appraisal is more concerned with performance data collection analysis and dissemination of results while PM is more concerned with taking action to transform data into strategies to achieve the bottom-line performance. In terms of people management traditionally performance appraisal relies on gathering data to promise economic reward and/or the threat of punishment in order to motivate employees toward desired behaviors. On the other hand PM relies on the use of gathered data to continually motivate employees toward desired behaviors by means of ongoing training, coaching, guiding, demonstrating, counseling and encouraging through continuous feedback and positive reinforcement. Clear performance standards and measure also assist in ensuring that employees know not only what they are required to do but to what standards this needs to be done.

In summary PM is a broader concept of performance appraisal since it ensures that all collected data during the appraisal process evolve into the strategies and programs designed to increase employees' and the organization's performances. Performance appraisal forms "the information system that is at the heart of the PM process and integrates all the relevant information from all other PM system" Bititci et al. (1997). PM as observed by Kane and Freeman (1997) in contrast with performance appraisal evaluates the level of effectiveness. It is not a measurement process but an evaluation process made on the basis of one or more measured data. The measurement is a component of the evaluation process.

Performance Appraisal as Part of Performance Management

The area which is most indicative of the evolution of PM. and that has the largest identifiable stream of literature is that of performance appraisal. These two concepts (PM and performance appraisal) are often defined as being the same. Therefore at this stage it is important to distinguish one from the other. However the success of the implementation of performance appraisal relies on the capacity of each evaluator who exerts a huge influence on the person who is being evaluated as well as on each step throughout the process.

For Lopez (1968: 97) quoted by Chiavenato the earliest formal employee performance appraisal program originated in the United States military establishment shortly after the birth of the Republic (1763/89). Rausch (1985) cited by Lori Berger in "The Bulletin" (2005) a magazine/journal published by Association of College Unions International argues that the approach of performance appraisal started to be conceptualized as a management tool when the operating environment evolved from the Industrial Age to the Information Age. People were evaluated and paid based on the work they turned out or the number of items produced. In many jobs quality also was a critical factor and evaluation systems were expanded to address those issues. As work moved to more complex activity more elaborate measurements were needed. Character and personality traits came into the picture in addition to the quantity and quality of work performed. Subjectivity became a factor and supervisors were given great latitude in interpreting how employees were rated or appraised.

Following the Industrial Revolution behavioral systems were based on descriptions of what the employee did or failed to do with respect to key elements of the job. These systems did not satisfy the need for factual and thorough appraisals. Rausch (1985) adds by saying that in fact in many organizations even though formal performance management procedures existed personnel decisions about promotion and termination often ignored or even opposed the performance evaluation results.

In the 1950s the "management by objective" concept became prevalent. Goals and results were the focus of evaluation. However because goals and objectives were handed down without much employee involvement there was not much ownership of the organization's strategic direction.

Performance Appraisal Approaches

Employees´ performance can be appraised through any of the following approaches:

Top-Down Employee Performance Appraisal

Top-down employee performance appraisals involve the assessment of an employee by a direct manager. Top-down employee performance appraisals are most useful when given by an employee's immediate supervisor since he works with that employee on a regular basis and knows his or her strengths and weaknesses. The top-down employee performance appraisal becomes less effective when given by a Human Resources manager who has only second-hand knowledge of an employee's performance.

One offshoot of top-down employee performance appraisal is "matrix" employee performance evaluations where multiple managers rate the same employee. This is a good choice when the employee works for multiple managers or engages in various fixed-time length projects

Peer-to-Peer Employee Performance Appraisal

Peer-to-peer employee performance appraisal requires employees at the same level to review each other's performance. The thinking behind peer-to-peer employee performance appraisals is that nobody knows a worker's ability better than his or her co-workers. While this can be an effective review format for some groups of workers it can also cause controversy because of the way it affects future group dynamics. When evaluating the use of these types of employee performance appraisals it is crucial to consider the maturity level of the employees involved and the long-term effects that could result from the source of negative reviews getting back to the team members.

360-Degree Performance Reviews

In 360-degree performance reviews many different types of people are consulted about an employee's performance. This includes customers, suppliers, peers and direct reports. In the case of a manager employees are often asked to give "upward feedback" on how well they are being managed. While the benefits of multiple points of view are obvious there are also some challenges to these types of performance reviews. Employees almost never give "true" feedback about their managers and outside contacts may be simply too busy or unqualified to effectively rate a specific employee. Alternatively it can be used as customer satisfaction surveys to gauge this type of feedback.

Self-assessment Performance Reviews

Self-Assessment performance reviews are effective when combined with any of the other three types of performance reviews. With this type of review employees are asked to rate themselves often using the same form that a manager will use to review them. Self-assessment performance reviews help make the employees an active part of the process and provide a vehicle for them to reflect on their own performance prior to the formal review. Having employees do self-assessment performance reviews prior to a manager's review can set a positive tone for the meeting as the manager will often have better things to say than the employee has said about him or her.

Performance Appraisal Techniques

Performance appraisal methods include Comparative Standards and Absolute Standards. Comparative Standards or multi-person comparison as opposed to absolute techniques compares one employee's performance with that of one or more others.

There are several Comparative Standard techniques used to evaluate an employee's performance. Amongst the most used are:

- Group rank ordering - where the supervisor places employees into a particular classification such as "top one-fifth" and "second one-fifth". If a supervisor has ten employees only two could be in the top fifth and two must be assigned to the bottom fifth.
- Individual ranking - where the supervisor lists employees from highest to lowest. The difference between the top two employees is assumed equivalent to the difference between the bottom two employees.
- Paired comparison – in which the supervisor compares each employee with every other employee in the group and rates each as either superior or weaker of the pair. After all comparisons are made each employee is assigned a summary or ranking based on the number of superior scores received.

Chiavenato (1994: 269) argues that the use of a specific performance appraisal technique varies from organization to organization and that the techniques can be used separately or combined. The most important aspect is that the chosen technique should effectively achieve the proposed objectives. Adding to this he says that to guarantee the efficiency of a performance appraisal technique it must be entirely resultoriented and never based on the individual personalities of the employees.

Other Established Theories on Performance Management

Hygiene/Motivation Theory - Frederick Hertzberg

While some authors argue that job content job design (external activators) self-actualization and expectancy (internal activators) amongst others must be considered when managers aim to improve individual performance. Hertzberg's two factor theory states that extrinsic awards such as pay benefits working conditions or organization policies do not motivate people. People's needs are of two types: Animal needs – hygiene factors and Human needs – motivators. According to him people are only motivated by intrinsic awards such as responsibilities growth and opportunities. People work first and foremost in their own self-enlightened interest for they are truly happy and mentally healthy through work accomplishment.

Traditional Theory "X" (also called the Sigmund Freud theory)

This theory assumes that people are lazy; they hate work to the extent that they avoid it; they have no ambition take no initiative and avoid taking any responsibility. All they want is security and to get them to do any work they must be rewarded, coerced, intimidated and punished. If this theory was valid managers will have to constantly police their staff that they cannot trust and who will refuse to cooperate. In such an oppressive and frustrating atmosphere and for both the manager and managed there is no possibility of any achievement or any creative work.

Theory "Y" - Douglas McGregor

Theory "Y" is a contrast to theory "X". Theory Y states that people want to learn and that work is their natural activity to the extent that they develop self-discipline and self-development. They see their reward not so much in cash payments, as in the freedom to do difficult and challenging work by themselves. Here the manager's job is to 'dovetail' the human wish for self-development into the organization's need for maximum productive efficiency. The basic objective of managers and managed are therefore met.

Theory "Z" Hierarchy of Needs - Abraham Maslow

Maslow totally rejects theory "X". Maslow's central theme revolves around the meaning and significance of being human. According to him the behaviour of an individual at a particular moment is usually determined by his or her strongest need. People's needs are hierarchically structured into:

- Physiological Needs.
- Safety or Security Needs.
- Social or Affiliation Needs.
- Esteem Needs.
- Self-actualization Needs (Highest).

According to Maslow man's behavior is seen as being dominated by his unsatisfied needs; when one need is satisfied he aspires to the next higher one. His prescription for human salvation is simple: "Hard work and total commitment to doing well the job that fate or personal destiny calls you to do or any important job that 'calls for doing'".

Expectancy Theory - Victor Vroom

Vroom is the author of the "expectancy theory". Expectancy theory refers to the individual's subjective beliefs about the outcomes of his or her behaviour. Berg et al. (2001:172). This theory contributes an insight into the study of employee motivation by explaining how individual goals influence individual performance. According to Vroom an individual should be rewarded with what he or she perceives as important rather than what the manager perceives as such. For example one individual may value a salary increase whereas another may instead value promotion. Expectancy is a useful concept for explaining why workers are not motivated to do more than the minimum (Berg et al. 2001:172).

Equity Theory - J. Stacy Adams

Adams attempts to provide an understanding about the perception of fairness in the work situation. For some employees the amount of pay is less important than its perceived fairness or equity. On his equity theory he states that people form equity beliefs based on two factors:

- The perceptions that people have concerning what they contribute to the job (for example, skills and effort) - Inputs.
- The perceptions that people have regarding the returns they get (for example, pay) for the work they perform - Outcomes.

People judge the equity of their pay by comparing their outcome-to-input ratio with another person's ratio. A feeling of inequity occurs when the two ratios are perceived as being unequal. For example, inequity occurs if a person feels that he or she contributes the same input as a referent other but earns a lower salary.

METHODOLOGY

The authors used a multi-stage process utilizing qualitative and quantitative research components. The qualitative research stage included a review of existing literature and an analysis of open-ended questions. The quantitative stage consisted of an extensive questionnaire about various aspects of the working environment and individual issues directly and/or indirectly related to individual performance in the workplace.

The *Xinavane* sugar plantation mostly employed local people in the middle and lower positions. These were targeted for as they formed the majority of the study population. At the time of the research the total number of local employees in the two bands which mostly consists of local people selected for the research was 114. Within these two bands there were team leaders middle and higher level supervisors spread through all sectors.

Considering a population of 114 employees in the two bands which were selected for this study a sample size of 88 employees was determined as being representative.

The sampling technique used to select the sample was stratified random sampling that divides the population into groups called strata (in this case the strata are the employees within the two selected bands from different sectors.) This sampling technique was selected to ensure the representativeness of all employee bands. To ensure the reliability of the questionnaire in terms of capacity of interpretation the researchers/authors distributed questionnaires to those employees who at least can read and understand English. In order to ensure the validity of the questionnaire the researchers/authors tried to gather data that matched the decisions that needed to be made and this was done by:

- reformulating questions from previous related researches as well as questions based on real circumstances within the environment at ADX. This combination of approaches was to ensure that the questions fitted the local culture and management style since a standardized questionnaire would have high reliability but very poor validity;
- gathering data from all the people who could productively contribute information. and
- protecting the source of information due to the sensitive nature of the information requested from them. This protection consisted of the respondents' anonymity and their freedom to decide if they wanted to participate in the survey.

RESULTS AND DISCUSSION

Biographic Information of the Sample

Biographic Data of the Sample

In terms of gender, 39 employees in the sample were female and 61 were male. In terms of hierarchy, apart from Senior Managers, employees from all other positions in the company were represented in the paper. In terms of length of service at ADX, 47 percent of the respondents have been working for the Company for more than 5 years.

Employee Possibility of Promotion

Respondents were asked to express how they feel about their supervisor's willingness to consider them for promotion. The expectancy to be promoted represents an intrinsic award to the employee and it can lead to individual motivation. The results revealed that 54 percent of the respondents agreed that their supervisor were willing to promote them while 27 percent strongly agreed.

Career Development; Information and Training for Promotion

With regard to the level of satisfaction in relation to individual career development, it was revealed that 27 percent of the employees were not happy with the company policy on career development and training. The paper showed that 73 percent of the employees were satisfied with their career development plans at sugar processing mill. When asked if they have enough information on how they can be promoted, 63 percent of the employees expressed their discontentment indicating that they were not satisfied about the information in their possession about promotion. The results indicate that at least 36 percent of respondents were performing their job with inadequate training which can compromise their level of performance and safety.

Knowledge of Company's Goals

One of the objectives of the paper was to find out and establish if the employees are informed and understand how they individually contribute to ADX's goals. The paper revealed that 73 percent of the employees agreed and 18 percent strongly agreed that they understand how their work contributes to the overall goals and strategies of the sugar processing mill. Only 9 percent of the employees indicated that they did not understand how their work contributes to the overall goals and strategies of the company. The paper also revealed that 91 percent of the employees were happy with the fact that they know how they contribute to ADX's goals and strategies.

Quality and Availability of Communication

The employees were asked to comment on the quality of communication in the sugar processing mill. The respondents expressed that they had an opportunity to express their ideas to upper management and were able to receive information on to perform their jobs. The results revealed that 55 percent of the respondents indicated that they neither agree nor disagree on whether the quality of communication at ADX was sufficient. The paper revealed that the level of communication at ADX was inadequate. However, the rate of indifference amongst the employees which was a cause of concern

Overall Job Satisfaction

The paper revealed that 91 percent of the employees answered were positive about overall job satisfaction. This was encouraging for any manager in understanding the ability of the staff to do their job and the level of commitment.

When asked to evaluate their job satisfaction considering all factors that can affect their job, the results revealed that 9 percent of the respondents were very satisfied. The employees indicated that although their job satisfaction had increased over the years, it had not yet reached the level they expected.

Reward Expectation, Salary Equity and Fairness

The employees were asked if their compensation matched their responsibilities, that is, if the compensation package is according to the job evaluation and description. None of the respondents had a positive answer. The results indicated that 18 percent of respondents were neutral while 46 percent disagreed and 36 percent strongly disagreed with the statement. The result here showed that the negative response showed a sense of unhappiness among the employees which could affect their performance at the sugar processing mill.

CONCLUSION

The paper results showed that salary is the main driver of individual performance at ADX sugar mill. Other factors such as race-based discrimination and a lack of recognition and lack of two-way communication also influenced the levels of motivation and in certain cases demotivation with regard to individual performance. Job security on the other hand was one of the key stabilizing variables in the operations of the business. Unfortunately, the importance of HR management is not uniformly understood by all managers at ADX sugar mill. Although the management is gradually recognizing people as the Company's most important asset, the same cannot be said about most of the line managers. In the face of increasing competition in the sugar industry, ADX and any other company aiming to maximize their productivity and profit need to create a performance-based culture in their organisations.

RECOMMENDATIONS

This paper aimed at identifying the problems and proposes some solutions to ADX sugar plantation in a developing economy in Southern Africa. . The following are some of the proposed recommendations:

ADX needs to pay more attention to employee development and establish a clear and objective policy on promotion and career development whereby employees can see the trends of their career path. It is also recommended that ADX offers constant and effective training to all incoming and current employees in order to increase productivity.

With a view to implementing realistic job descriptions, supervisors are recommended to critically analyze each job and discuss the tasks with the concerned employees. Employees´ involvement in this process will ensure their commitment thus minimizing the possibility for misinterpretation and misunderstandings.

All employees should have a sense of ownership of their respective job descriptions which should be previously agreed upon with the supervisor. The paper recommends that managers should pay particular attention to each individual and deal with each of them as a unique human being.

It is imperative that ADX management addresses the problem of perceived inequity in payment by establishing clear pay levels and a pay structure.

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