The Relationship between Leadership and Performance Management: A Case of Kgatleng Land Board (Botswana)

By

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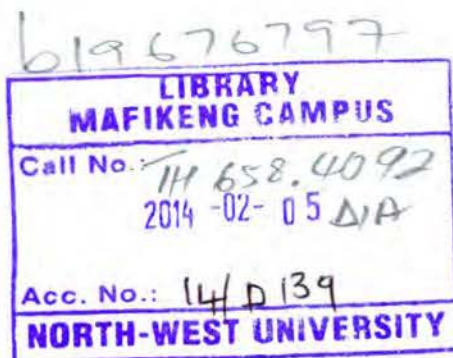
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DECLARATION

I, **Boikarabelo P. Diane**, do hereby declare that this dissertation is the result of my investigation and research and that this has not been submitted in part or full for any degree or any other degree to any other University.

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Date

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ABSTRACT

The Land Board has been experiencing delays in allocation of land to the applicants. Some applicants have been waiting for land allocation for over 12 years. Other challenges faced by the Land Board include poor records management that has led to double allocation. After identification of these challenges faced by the Land Board, the researcher was convinced that the challenges faced by the Land Board could be addressed through performance management. The current study therefore focuses on leadership practices at the Land Board and how these impact on performance management. The study was narrowed to Kgatleng Land Board. The study sought to establish the level of understanding with regard to Performance Management System (PMS), roles allocation, explore the link between leadership and performance management as well as identification of the appropriate leadership model that can enable the organisation to better manage performance. A questionnaire was designed and administered to the employees of Kgatleng Land Board. The findings from the study revealed that employees did not fully understand the PMS concept, that the PMS initiative did not have full top management support, leadership did not have full possession of the required qualities, attributes and characteristics to enable fully managed organisational performance, leadership style practiced by the leadership was undesirable, and the employees did not know how the PMS initiative functioned within the organisation. The findings led to the conclusion that the employees need to be educated about the importance and rationale of the PMS initiative and how it functions, that there is need for full management support with regard to the implementation of the PMS initiative, a conducive leadership approach should be adopted, and the organisation should ensure that those in leadership positions have the desirable leadership qualities, characteristics and attributes.

CHAPTER ONE

BACKGROUND AND OVERVIEW

1.1 INTRODUCTION

Currently, organisations are faced with increased competition posed by the turbulent business environment. This being the case therefore, there is need for organisations to create a competitive edge if they are to survive.

As noted by Dzambiri (2008:46), the Performance Management System (PMS) has been identified as one of the means through which an organisation can create a competitive edge and in the process survive in the current competitive business environment. According to Stapleton (2007:28), this is because PMS focuses on management of the workforce which is the most important resource in an organisation as organisational performance or lack thereof largely depends on the workforce.

However, De Waal and Counet (2009:637) observed that, the success of PMS in an organisation is to a large extent determined by an organisation's leadership. That being the case then in the current study, the leadership styles applied and how these impact on the PMS initiative within Land Boards in Botswana will be explored.

1.2 BACKGROUND OF THE STUDY

Botswana, according to Mathumba (2003:4), attained independent status in 1966 after a period of 80 years as a British protectorate. When the country attained independence, it was among the least developed with the majority of its citizens residing in rural areas and depended largely on land for their livelihood.

Independent Botswana, according to Maroba (1983:9), adopted the dual form of land tenure namely, the traditional and the Western system.

As mentioned by Nkwae (2012:1), land management and allocation was the prerogative of the chief though as of now, the role has been taken over by Land Boards. The Western system as noted by the same author (Nkwae, 2012:1), land is managed and allocated on a willing buyer willing seller basis.

Ditshwanelo (2007:1), hinted that 93% of the land in the country is the property of the state and is managed and allocated by the Land Boards. The remaining 7% of the land is freehold and as noted by Nkwae (2012:1) is managed on a willing buyer, willing seller basis. It can therefore be concluded that Land Boards in Botswana play a crucial role as they manage and allocate the largest portion of Botswana land at 93%. The performance of Land Boards is therefore of importance to the social and economic welfare as well as political stability of Botswana.

Traditional land, according to Nkwae (2012:2), should be classified into three types and an individual (citizen) should essentially be allocated one of each. The three types of land are residential, farming and cattle grazing land. The residential land is located at the village; there are social infrastructure such as roads, electricity, telephones, shopping malls, clinics, and schools. The second type of land is not very far from the residential area and is meant for farming. The third type of land is relatively far from the residential areas and is for grazing of cattle. It is to be noted that management and allocation of traditional land is the prerogative of Land Boards.

According to the Kgatleng Land Board Draft Strategic Plan (2009-2016:1), the mission of the Land Board is to make sure traditional land (93% of the land owned by the government on behalf of the Batswana) is managed in a fair, and transparent manner so that all the Batswana's benefit equally.

Zimmermann (2006:5)mentioned that , there are many challenges associated with poor land management such as forced evictions in Zimbabwe, land grabbing in Kenya, and human rights violation on state land in Cambodia just to mention a few.

The land issue in Botswana is not as serious as in the countries mentioned in the previous paragraph; however, as observed by Mathuba (2003:9), the country is experiencing challenges in management of land and allocation.

Madzwamuse (1998:8) asserts that such challenges include numerous complaints especially on the length of time it takes to allocate land, with some eligible applicants being on the waiting list for as long as 12 years. According to Mathuba (2003:10), the challenges faced by land boards are more pronounced in the highly populated peri-urban areas. This is because, as noted by Adams, Kalumbu and White (2012:7), a high demand for land caused by rural urban migration has resulted in the allocation process taking longer and more mistakes being made due to increased workload. In addition, the information of individuals who have been allocated land is not complete, which results in some people being allocated land more than once at the expense of others.

It is important therefore that management and the allocation process of the 93% of the state land be evaluated so as to ensure fair and transparent distribution of land so that all the Batswana benefit equitably. In addition, with the land benefiting all the Batswana, confrontations encountered in other countries such as tribal clashes in Kenya and evictions in Zimbabwe could be avoided.

Efficiency of organisations in delivery of services to its customers can be improved, as noted by Dzambiri (2008:49), by the incorporation of Performance Management System (PMS) into their operations. Fortunately, the government of Botswana came to realise the importance of incorporating PMS into the management of government organisations and rolled out the implementation of the PMS initiative in 2004 (Selepeng, 2012:2).

However, Nkwae (2012:1) mentioned that, the delivery of services within Land Boards in particular as well as other government organisations is below expectations. This is despite the incorporation of PMS into their operations. As noted by De Waal and Bounet (2009:636), 50% to 80% of all new initiatives fail during implementation. According to Dzambiri (2008:50), the failure in PMS implementation is largely attributable to the leadership in organisations.

It is important to therefore explore the leadership of the Land Boards and how this has influenced the incorporation of PMS into their operations.

1.3 STATEMENT OF THE PROBLEM

As noted by Dishwanelo (2007:1), Land Boards in Botswana play a very significant role as they are responsible for management and allocation of 93% of the country's land. However, according to Selepeng (2012:3), government organisations and in particular the Land Boards continue to experience poor service delivery. With regard to the Land Boards as observed by Ditshwanelo (2007:1), there is a delay in land allocation, misallocations, double allocation and corruption.

In realization of the challenges being faced in service delivery by government organisations, implementation of PMS into the operations of government organisations commenced in 2004 (Selepeng, 2012:1). However, as noted by Ditshwanelo (2007:1) and Nkwae (2012:2), Land Boards continue to offer inferior services to the Batswana. The situation can, however, be addressed because as noted by Dzambiri (2008:50), the failure of PMS initiatives can be attributed to an organisation's leadership.

The current study therefore seeks to explore the leadership of Land Boards in Botswana and their influence on the incorporation of PMS initiatives within their operations.

1.4 AIM OF THE STUDY

The aim of the study is to identify leadership styles that are conducive to the incorporation of a PMS initiative within an organisation as a means of improving on individual and organisational performance.

1.5 OBJECTIVES OF THE STUDY

To address the stated research problem, the following objectives were formulated:

1. To establish the level of understanding with regard to PMS in the Land Board;

2. To establish roles, purpose and responsibilities over PMS in the Land Boards;

3. To determine the leadership qualities, characteristics and attributes of Kgatleng Land Board supervisory staff as well as level of support given to PMS initiative;

4. To identify prominent leadership practices at Kgatleng Land Board; and

5. To determine the influence of leadership practices, attributes and Qualities on understanding of PMS at Kgatleng Land Board.

1.6   RESEARCH QUESTIONS

The following research questions were raised so that by answering them, the research objectives will be achieved:

1. How well is the PMS concept understood in the Land Boards;

2. What are the roles, purpose and responsibilities over PMS in the Land Boards;

3. What are the leadership qualities, characteristics and attributes of Kgatleng Land Board supervisory staff as well as level of support given to PMS initiative;

4. What are the prominent leadership practices at Kgatleng Land Board; and

5. What is the influence of leadership practices, attributes and Qualities on understanding of PMS at Kgatleng Land Board?

1.7   HYPOTHESES FOR THE STUDY

The below formulated null hypothesis enabled the researcher make conclusions from study

Ho1: Leadership practices of management and supervisory staff have no significant influence on the level of understanding of PMS at the board.

Ho2: Leadership attributes of management and supervisory staff have no significant influence on the level of understanding of PMS at the board.

Ho3: Leadership qualities of management and supervisory staff have no significant influence on the level of understanding of PMS at the board.

1.8 SIGNIFICANCE OF THE STUDY

This study is motivated by many complaints by members of the public regarding poor performance at the Land Boards. The findings of the study could therefore be used to improve on the service delivery of government organisations and in particular, Land Boards.

Apart from informing professional practice, research and policy, it is also anticipated that the outcomes of this study will also shed some light on the relationship between the nature of leadership in organisations such a land board and the effectiveness of performance management. Such knowledge will add on to the existing body of knowledge in the field.

Research outcomes will be useful to the supervising authorities (ministry) who appoint and deploy landboard secretaries (chief operating officers) as well as those in other leadership positions responsible for monitoring the performance of the land board employees.

The political leaders in the ministry who are responsible for supporting supervising and monitoring of land boards' performance will also benefit from the study, because the findings will guide them in prioritizing the allocation of resources, financial and otherwise, which are crucial to leaders' ability to motivate employees with regard to performance management.

The findings might motivate future researchers to identify other emerging factors with a view to establishing the role each factor plays in the overall performance in the land boards. In terms of performance appraisal of land boards' managers, the findings of the study will also indicate the strength of leadership styles, and their contribution to the welfare and performance of the land boards.

For those responsible for training and development, including induction courses for newly appointed secretaries, the study would provide some lessons to draw on.

This is because the findings of the study could shed some light on the views of leadership by involving more than the leader's personality and focusing on leaders as dominated by headship.

1.9 ORGANISATION OF THE STUDY

This study is divided into five chapters as follows:

Chapter 1: Nature and scope of the study

Chapter 2: Literature review

Chapter 3: Research methodology

Chapter 4: Results

Chapter 5: Conclusions and recommendations

1.10 SUMMARY

This chapter provided an introduction to the nature and scope of the study. It outlined the problem statement focusing on the role of leadership performance management effectiveness in organisations, an overview of the research objectives and questions as well as the significance of the study were given.

The next chapter reviews the existing literature relating to the subject under focus.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

In this chapter the existing literature with regard to performance management and leadership is explored. The information gained from the exercise will enable the researcher to be able to put the current study into perspective.

2.2 PERFORMANCE MANAGEMENT

According to Araujo and Martins (2008:688), performance management which is variously known as performance review, annual appraisal, performance evaluation or merit evaluation, is one of most important Human Resource (HR) practices. As noted by Armstrong (2003:26), this is because outcomes of a performance management system (PMS) are used for a wide range of purposes such as to develop employees' capacity to reach their potential to the benefit of themselves and the organisation as well as ensuring support and guidance. More specifically the following results of a survey presented by Armstrong (2009:619) indicated respondents' views on the following uses of appraisal results:

- alignment of individual and organisational goals (64 percent)
- to improve organisational performance (63 percent)
- to improve individual performance (46 percent)
- to provide a basis for personal development (37 percent)
- to develop performance culture (37 percent)
- to inform contribution /pay decisions (21 percent)

Armstrong and Baron (2002:25) noted that PMS outcomes can be used by an organisation for strategic, developmental and administrative purposes. As observed by Mothusi (2008:62), strategic purposes focus on linking the organisation with stakeholders including the employee and organisational strategy, goals, and environment.

PMS results can also be in a manner which sustains organisational competitiveness, and survival. According to Armstrong and Baron (2002:25), PMS results can also be aligned to HR processes like selection, compensation and human resource policies. Performance appraisal results can be used as bases for making decisions on HR activities such as pay, promotion, retention, human resource planning, salary and wage increases, bonuses and disciplinary actions and decisions such as promotions, transfers, dismissals and retrenchments (Hughes, 2003:28). Other uses according to Nealy, Platts and Mills (2002:1297) include accountability that may include making subordinates report on their achievements. Development uses of PMS results focus on organisational diagnosis, choice of interventions, remedies, training needs identification, succession planning and career development plans (Swanepoel, 2008:369-371).

According to Niemi and Huiskonen (2000:621-624), performance management is a process for improving organisational performance, and a means of getting better results within the agreed framework of planned goals, standards and competency requirements. Its main concerns as observed by Boland and Fowler (2000:426) include:

- Aligning individual objectives to organisational objectives and encouraging him/her to uphold corporate core values.
- Enabling expectations to be defined and agreed in terms of role responsibilities and accountabilities, skills and behaviours.
- Providing opportunities for individuals to identify their goals and develop their skills.

2.2.1 An integrated performance management process model

A model of the performance management process was developed based on the work of Yasin and Gomes (2010:214:241). The model is shown in Figure 2.1.
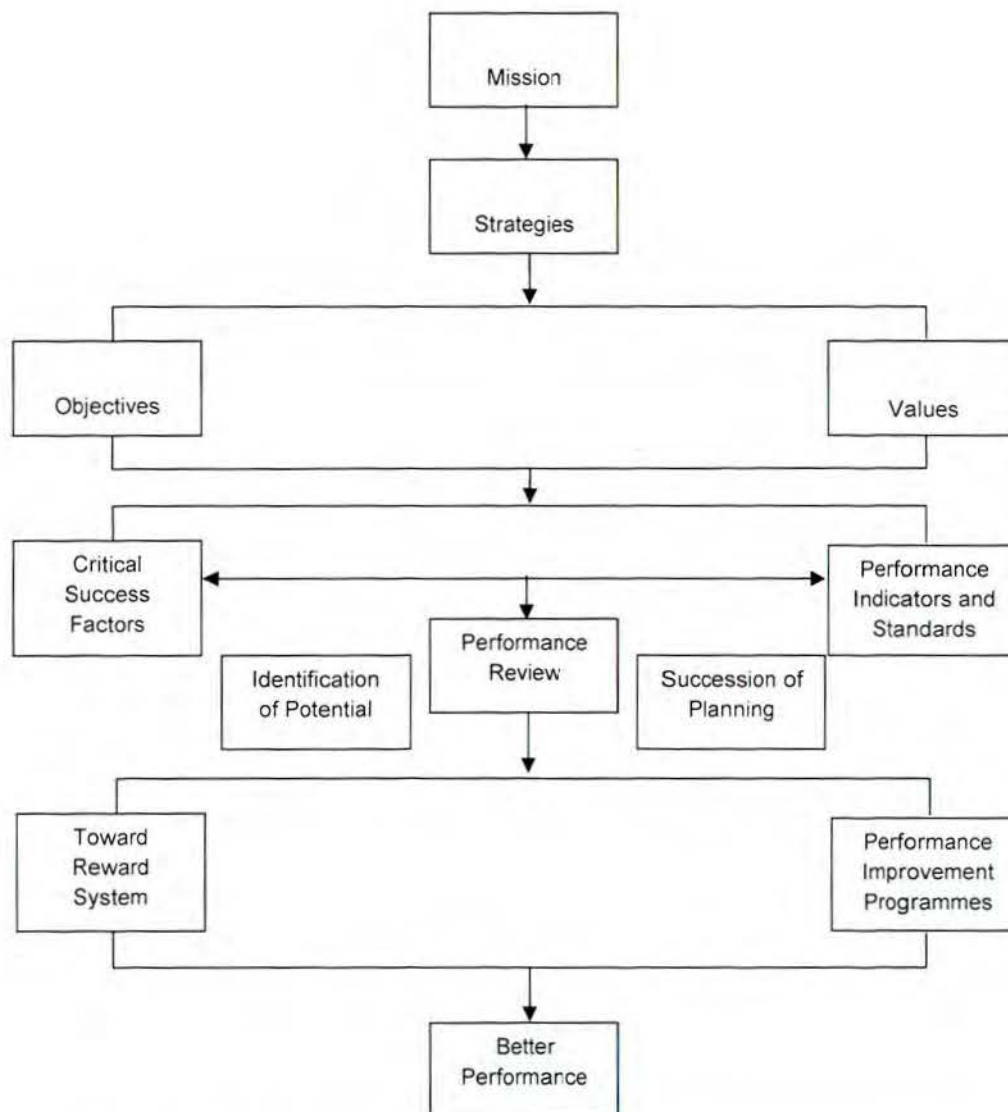

FIGURE 2.1: PERFORMANCE MANAGEMENT PROCESS MODEL

Source: Yasin and Gomes (2010:214:241)

The main features of the performance management model according to Yasin and Gomes (2010:214 - 241) include:

- Mission defines the core business the organisation is in, its purpose and the direction in which it is going, what the organisation sets out to achieve, its activities, direction, or where the organisation is heading to.

- Strategies are statements of intent, which provide explicit guidance on the future behaviour and performance required to achieve the mission of the organisation.

- Objectives are statements which state in precise terms the performance goals of the organisation. The individual or personal objectives of employees act as a means of ensuring individual performance and help to focus individual effort. Individual objectives include objectives such as salary increases, promotions and self-development.

- Values refer to what is regarded as important by the organisation with regard to how it conducts its affairs; for example, performance, teamwork, innovation, and the development of people. Values are part of organisational culture that helps employees understand what is acceptable and which is unacceptable with regard to how things are done.

- Critical success factors spells out the factors contributing to successful performance and the standards to be met.

- Performance Indicators, together with critical success factors, they are used to measure progress toward achievement of strategic goals.

- Performance review also called performance appraisal, involves assessing individual employees' work behaviours, qualities and competencies against set standards, relevant objectives, values, critical success factors and performance indicators.

The total reward system links rewards explicitly to performance and can take the form of pay increases and others forms of rewards.

- Performance improvement programmes are concerned with improving motivation and commitment by means other than financial reward (for example, training, career development, succession planning and promotion processes, coaching, and counseling.

2.2.2 Performance management system in the public sector organisations

According to Selepeng (2012:1-12), Performance Management System (PMS) was introduced in 2004 and rolled out to all in the public sector organisations including land boards, to *"facilitate change performance management at all levels in an organisation in a holistic and integrated manner by focusing on customer satisfaction, continuous and sustained productivity improvement"*.

The same author (Selepeng, 2012:1-12) noted that the government introduced PMS as a leadership driven process for improving commitment and involvement in ownership in order to:

- Enhance employees' capacity to provide efficient service delivery to Batswana's.
- Facilitate management of change in the public service.
- Instill a culture of managing performance and producing results as expected by the nation.
- Formulate and implement short and long-term plans for improving performance.

Radnor and Lovell (2003:99-102) noted that in order to achieve the objectives of PMS, managers at any level in the organisation, with regard to PMS are required to effectively manage performance by establishing clear job objectives, outputs and standards for those they supervise. This involves the development of Key Results Areas (KRAs) and Key Performance Indicators (KPIs), to guide the organisation, department, and the individual employee. The managers are also required to monitor and measure performance on a regular basis, and continuously provide constructive and value adding feedback to those supervised.

In other words, as observed by Gomes, Yasin and Lisboa (2004:149), a manager is therefore required to coach, guide and support his/her subordinates in order to ensure that subordinates achieve their set objectives, which are reviewed and appraised regularly.

With regard to Botswana as noted by Selepeng (2012:8), rolling out PMS to all public organisations involved, training the public service leadership on PMS and change management, development of the public service vision, ministerial vision statements and strategic plan, the development of annual performance review of the performance appraisal instrument, mid-term evaluation, development of contracts and performance appraisal instruments, and the development of a performance based reward system.

2.3 PERFORMANCE MANAGEMENT ROLES AND RESPONSIBILITIES

Employees in an organisation need guidance so that they can channel their behaviour and actions towards the achievement of organisational objectives. According to Parangape, Rossiter and Puntano (2006:19), a line manager as leader has a responsibility towards his/her subordinates.

Voulle, Lonngrist and Van De Meer (2009:30) contend that research has indentified leadership as a very strong factor associated with organisational commitment, work satisfaction and loyalty to consumers .They found that the extent to which a line manager as a leader was perceived to be a provider of effective HR practices to subordinates and not just the quality of leadership, was important.

Robert (2012:1) states that line managers and HR professionals must ensure that they work together to improve on the organisational performance. According to the same article the management should:

- Work with HR professionals and employees to develop specific difficult but attainable goals.
- Work with HR professionals and employees to develop valid performance measures that meet legal guidelines.

- Develop an understanding of how common appraisal rating errors can be avoided.
- Measure employee performance conscientiously and keep accurate records.
- Give constructive and honest feedback to employees.
- Seek and accept constructive feedback about own performance.
- Diagnose individual and team performance deficiencies.
- Work with employees to develop performance improvement strategies.
- Provide resources and remove constraints as needed for improvement.
- Use performance information for decision-making.

According to Boland and Fowler (2000:426), the roles and responsibilities of non managerial employees include to:

- Work with the line manager and HR professionals to set performance expectations.
- Develop goal-setting and self management skills.
- Candidly appraise the work of other employees including bosses and peers.
- Participate in self appraisal, seek and accept constructive and honest feedback.
- Learn to give constructive and honest feedback to others.
- Develop an accurate understanding of performance expectations and criteria.
- Learn to diagnose causes of performance deficiencies for self and the team.
- Work with managers to develop performance improvement strategies.

The roles and responsibilities of HR professionals as noted by the same authors (Boland & Fowler, 2000:426) include to:

- Work with line managers to provide job analysis data for use in developing valid and legal performance measures, difficult but attainable goals.
- Train everyone who completes performance appraisals including subordinates, supervisors, and self managing teams on how to diagnose performance deficiencies and to avoid appraisal rating errors.
- Coordinate the administrative aspects of performance measurement and feedback, as well as monitoring managerial decisions to ensure they are performance based.
- To ensure that managers and employees are aware of all possible ways to deal with performance deficiencies.

- Provide professional assistance to employees if requested and to develop and administer appeals processes.

As noted by Stark (2012:2), for performance management as a HR practice to contribute to the achievement of organisational goals, a line and human resource professional is responsible for the leadership role of "formally evaluating work performance, making decisions on effective utilization, rewarding and motivating staff , rectifying substandard performance and providing feedback to individual employees so as to make sure that employee performance is directed and controlled in a way that ensures optimal performance and organisational goal achievement.

2.4 INTERLINK BETWEEN PERFORMANCE MANAGEMENT AND LEADERSHIP

2.4.1 Definitions of leadership

In literature, leadership is mainly defined as a people influencing process in order to strive for group objectives (Wallace, 2012:1). According to Smandek, Bartel, Winide and Ulbig (2010:72), leadership involves influencing individual and group activities and efforts, goals achievement in a given situation and getting people to move in a direction. Leadership is the process of giving purpose to collective effort to achieve a purpose (De Waal, Counnet & Harold, and 2009:368). In other words, as noted by Dewaal (2008:688), leadership is a process that gives direction to the organisation's activities so that all its resources are deployed as effectively as possible to realize its objectives.

Leadership is the process of making people understand what they are doing so that they can be committed (Hughes, Ginnet & Curphy, 2009:74). Hellriegel, Jackson, Slocum, Staude, Amos, Klopper, Louw and Oosthuizen (2004:78), see leadership as the process of articulating vision, values and creating an environment within which things can be achieved.

Basing his definition on the contemporary context, Dunklee (2000:32) defines leadership as the ability to inspire confidence and support among followers who are expected to achieve organisational goals.

For the purposes of this study, this definition will be applied more than others, for it has a lot to do with change, inspiration and motivation, the ingredients which are critical for land boards' performance.

Sashkin and Sashkin (2003:39) define leadership as the art of transforming people and organisations with the aim of improving the organisation. The above definitions are similar in the sense that they perceive leaders as change agents that help an organisation to achieve its mandate by motivating, initiating action among employees, guiding activities in a given direction, maintaining such activities and unifying efforts towards common goals.

2.4.2 Leadership versus management

A distinction is usually made between leadership and management. According to Goleman (2000:13), unlike management, leadership is not a position but a process which involves a relationship between a leader and follower in a given situation. Management is about problem-solving within a system and is relatively easier to learn, leadership on the other hand is a complex phenomenon which requires qualities such as imagination, alertness to opportunity and visioning in order to create value for stakeholders including customers, society and shareholders.

It is generally accepted that management is a much broader concept than leadership (Koontz & Weirich, 2008:34). Typically, the management functions include planning, organising, directing, staffing and controlling and even leading.

Leadership on the other hand involves bringing about change, envisioning a new future for the organisation and impassioning (creating passion) people to commit and dedicate themselves to the new directions (Hellriegel et al., 2004:27).

On its part, management is more directed to maintaining the status quo, albeit very effectively, and availing the sustained effort needed to maintain new directions. It has the flavour of bureaucracy (red tape), system and procedure (Cronje, Neuland, Hugo & Reen, 1999:48).

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Leadership and performance management are interlinked because as a line manager carries out such management tasks as goal setting, rational problem solving, being analytical, tough-minded, stabling, and controlling on basis of position power. The leadership dimension of a manager is not based on position but a phenomenon concerned with providing inspiration, taking risk, being innovative, initiating change, and being passionate (Naylor, 2005:355).

In work organisations, performance management and leadership are inextricably related, because organisation refers to a group of people who work together to achieve collective goals. An organisation must have a leader who is directly responsible for coordinating, controlling and work related behaviours of immediate subordinates, in order to ensure optimal performance, under performance management, which is defined by Daft (2002:65) as the formal, structured processes used to measure, evaluate and influence employees' job related attitudes, behaviours and performance results.

According to Cheng (2002:76), like leadership, performance is essential for organisations to meet their strategic goals in the following ways:

. It helps to direct and motivate staff to maximize their efforts on behalf of the organisation;

. It directs the attention of employees toward the most important tasks and behaviours;

. It informs employees what is valued by providing information about whether employees' behaviour and results meet the expectations of managers, colleagues and customers.

TABLE 2.1:   LEADERSHIP AND MANAGEMENT

CRUCIAL AREAS TO ORGANISATIONAL PERFORMANCE	MANAGEMENT	LEADERSHIP
DIRECTION	Planning and budgeting Keeping eye on the bottom-line	Creating vision and strategy Keeping eye on the horizon
ALIGNMENT	Organising and staffing Directing and controlling Creating boundaries	Creating shared culture and values Helping others grow Reducing boundaries
RELATIONSHIP	Focusing on objects - producing /selling goods and services Based on position power Acting as boss	Focusing on people - inspiring and motivating followers Based on personal power Acting as coach, facilitator and servant
PERSONAL QUALITIES	Emotional distance Expert mind Talking Conformity Insight into organisation	Emotional connections (heart) Open mind (mindfulness) Listening (communication) Nonconformity (courage) Insight into self (character)
OUTCOMES	Maintains stability, creates culture of efficiency	Creates change and culture of integrity

Source: Daft (2002:65)

2.4.3 The importance of leadership

Leadership is very important to an organisation as it acts as the engine of survival for the organisation. Schermerhorn, Hunt and Osborn (2000:76) assert that leadership is the heart of any organisation, because it determines the success or failure of the organisation.

This is reiterated by Sashkin and Sashkin (2003:40) who agrees that leadership matters, because leaders help reduce ambiguity and uncertainty in organisations. Land board leadership can be situated within the larger framework of organisational leadership where skills are necessary for effective management and performance.

Anderson and Dexter (2005:52) argue that leadership is essentially the core and spirit of organisations. As the people in charge, leaders not only manage the organisational affairs but also deal with the general employees face to face (De Waal, 2008:689). This is so because leaders are entrusted with the task to communicate organisational goals, visions and ideas to employees. Anderson and Dexter (2005:52) further assert that leaders are responsible for maintaining and implementing organisational rules and systems and at all levels are spokespersons of their own organisation.

With regard to performance management, therefore, leadership is more important than management, though, both are very crucial in influencing behaviour of employees towards organisational effectiveness (Anderson & Dexter, 2005:52).

These views are shared by Hughes et al. (2009:78) who indicated that while management focuses on administrative procedures, control, regulations and maintenance of status quo, leadership is a dynamic process associated with innovation, inspiration, taking risks to change the status quo. In a work organisation setting, managers and leaders are not viewed as a different type of people as the same individual can fill both complementary roles.

According to Dzambiri (2008:47), with regard to performance management, the leader's role is to help employees to set goals, motivating employees to work harder towards goal achievement, evaluating performance, providing feedback, and means, resources to improving performance and rewarding achievements and towards the attainment of group or organisational goals. On the other hand, ineffectively led performance management can have numerous negative consequences including low morale, high turnover, poor financial performance, an inability to achieve strategic objectives, and decreased employee productivity.

A leader is responsible for creating an organisation's strategic foundations including, purpose, goals, mission, vision, values and devising strategies such as performance management for the employees to attain them (Koontz & Weirich, 2008:35).

2.4.4 Performance management and leadership challenges

According to Armstrong (2004:438), studies show that the leadership role of line managers is crucial to organisational performance; however, the following issues of concern have been identified:

- 85 percent of line managers do not have skills required.
- 85 percent of line managers do not discriminate sufficiently when assessing performance.
- 75 percent of line managers are not committed to performance management.
- 74 percent of line managers are reluctant to conduct performance management reviews.

2.4.5 Appropriate performance management leadership models

As noted by Dzambiri (2008:47), leadership plays a significant role in an organisation's performance management. What type of leadership approach should be embraced by organisations such as the Land Board? Daft (2002:16) advises that it is important to choose an effective leadership model that can inspire the creation of shared vision by ensuring performance management enhance motivation, productivity, support strategic goals and facilitate change in an organisation.

Hughes et al. (2009:34-82) provide several leadership models which a line manager can apply with regard to performance management, particularly to link the employee (subordinate) with the organisation's strategic goals and performance goals. The individual models of leadership which are analysed are:

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- Trait based model
- Situational based model
- Behavioural based model
- Transactional based model
- Transformational based model
- Charismatic based model
- Managerial based model
- Strategic based model

The trait based leadership model is based on the assumption that a leader is born, not trained. It states that a leader is born with certain outstanding traits or characteristics like intelligence, self-confidence, values, appearance, dominance, academic acumen, achievement, judgment ability, intelligence, social skills and social status insight which enable him/her to lead others or differentiate leaders from non-leaders.

The situational contingency based leadership model states that different types of situations require different type of leadership styles, it also assumes that effective leadership depends on the match between leaders' personality, behaviour, and situational factors like task structure, position of power, subordinates skills and attitudes.

The behavioural based leadership model assumes that specific task and relations oriented behaviours differentiate a leader from non leaders. Job centered leader behaviour pays close attention on how his/her subordinates completes a task. The leader explains work procedures and is mainly interested in performance; on the other hand, a leader who displays employee centered leader behaviour pays more attention on human relations including the group performance.

The transactional model of leadership states that a transactional leader clarifies subordinates' role and task requirement, initiates structure, provides rewards for effort and good performance, and displays consideration for subordinates.

It is also based on contingencies and social exchanges (transactions) occurring between the leader and subordinates. Leadership behaviours associated with transformational leaders include contingent reward, active and passive management by or laissez-faire management style. A transactional leader, it is believed, satisfies the employee, which results in higher productivity.

The transformational based model states that a leader is distinguished by his/her special ability to bring about innovation, change present conditions, to achieve high levels of motivation, to take consideration of the external environment, pay attention to developmental needs of individual subordinates, he/she encourages employees to question established views, provides vision, sense of mission, instils pride, provides intellectual stimulation and individualised consideration. A transformational leader communicates high expectations, gains respect and trust, Behaviours associated with transformational leaders include: charisma, inspiration, intellectual stimulation, individual consideration. Transformational leadership results in higher employee satisfaction, better performance and higher productivity.

The charismatic leadership model is centered on the personal ability of a leader; for instance, to motivate subordinates to surpass their expected performance. A charismatic leader applies his/her charisma, usually interpersonal attraction, and personal power to inspire subordinates. The model further states that subordinates observe and model or copy their own behaviour against a charismatic leader.

Subordinates under a charismatic leadership model strongly believe in the heroic or extraordinary leadership abilities of the leader. Other behaviours associated with the charismatic leadership model include self confidence, the ability to articulate the vision, and have strong convictions about the vision. Such behavior is rare and out of the ordinary. A charismatic leader is a change agent, environmentally sensitive, and usually produces good performance on account of higher employee satisfaction.

The managerial based model of leadership is a combination of transactional and transformational leadership; it enables a manager to apply transformation leadership skills like diagnosing the organisational situation, creating a vision, communicating meaning, inspiring, empowering and taking risk and at the same time apply transactional management skills like agreeing on objectives, communicating information, motivating, and promoting security. The third aspects in the managerial based model of leadership are situational sensitivity which involves scanning the organisation, reading jobs and understanding the self.

The strategic based model of leadership is defined by Ireland and Hitt (1999) as the ability of a person to anticipate, envision, maintain flexibility, think strategically and work with others to initiate change that will create viable future for the origination. This model enables an organisation to achieve superior performance and competitive advantage in today's turbulent and unpredictable environment.

The strategic based model of leadership is not viewed as a mere job rank but being responsible to meeting the needs of many of the organisation's stakeholders by determining the organisation's purpose and vision, maintaining core competencies, developing human capital, sustaining effective organisational culture, and emphasizing ethical practices.

Effective performance management in an organisation cannot be achieved without an effective leadership role of a manager, and various leadership models to achieve this are available. Managing performance is an integral part of any manager's job at any level in the organisation, and it is much more than merely telling an employee what to. As Dzambiri (2008:48) argues, performance management is a broader process than performance appraisal. Managing performance is a holistic and an integrated system for managing goals and objectives, with a mechanism for holding employees, individually or collectively, accountable for results in their area of operation at all levels in an organisation.

2.4.6 Training and development for effective performance management

The leadership process, which includes supervision and management is the backbone of effective performance management in any organisation as it is responsible for the day-to-day operations of organisation by engaging in a lot of interpersonal contact and oral communication and interaction with employees which has a significant effect on employees' performance (Scalan & Keys, 1993:64).The importance of training and development of leaders and its impact on employees in relation to performance management effectiveness through such intervention as grid training is widely recognized by Koontz and Weirich (2008:35).

According to Naylor (2005), grid training was developed out of Michigan studies by Blake and Mouton as a method of strengthening managerial behaviour. Communication skills improve their concern for the people and production. The grid could be used to train managers in an 'ideal' leadership style.
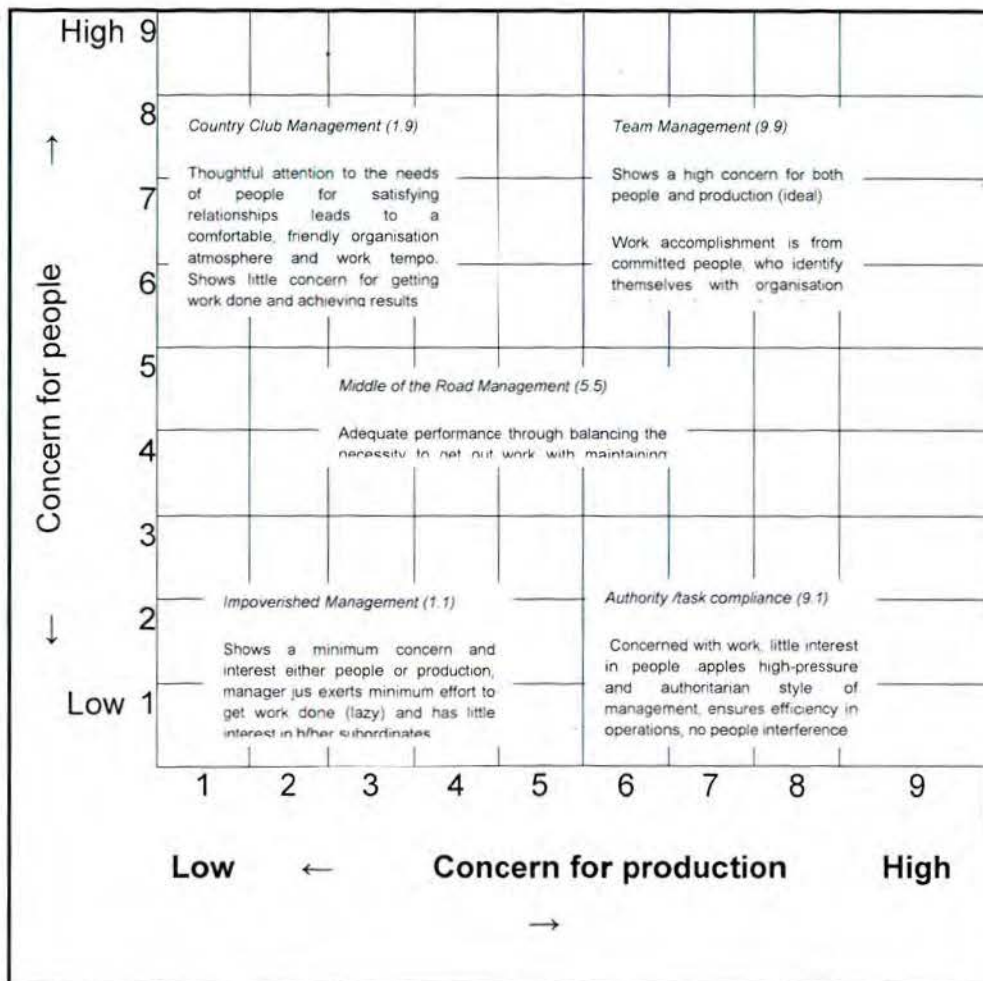
FIGURE 2.2:   MANAGERIAL GRID

Source: Naylor, 2004:362

The managerial grid can help to produce a balanced leadership and management style for the organisation in order to ensure effective performance management.

Concern for production focuses on quality of output, research ideas and all other mental activity oriented towards physical objectives, while concern for people includes remuneration, working conditions, relationships and all aspects of well-being (Cronje et al., 1987).

2.5   SUMMARY

The reviewed literature revealed that there was a strong link between the success of new initiatives such as PMS and leadership practices. In other words, there are leadership practices that if embraced then the ability for the organisation to manage performance through incorporation of PMS into its operations will be enhanced.

The next chapter outlines the steps followed when conducting this study.

CHAPTER THREE

· RESEARCH METHODOLOGY

3.1   INTRODUCTION

This chapter provides a clear and detailed description of research methodology applied. Issues covered include research design, population, sample and sampling technique, data collection technique, and data analysis procedures.

3.2   RESEARCH DESIGN

According to Donald (2000:144), a research design can be visualised as a plan of action, gives direction on to how the data was collected as well as analysed. Before zeroing in on the research design to be adopted for the current study, the commonly utilised research designs in social research are reviewed.

3.2.1 Types of research designs

According to Kelly, Brown and Sitza (2003:261), there are several research designs that can be adopted when conducting social research; however, the researcher should ensure that the design adopted be best suited for the study under focus. The common approaches to social researchers are either qualitative or quantitative designs (Neil, 2007:2-4).

A qualitative approach, according to Neils (2007:3-4), involve in-depth understanding of human behaviour and reasons that govern human behaviour through investigation of the why and how of decision-making. The same author (Neils, 2007:4) went on to suggest that the qualitative research method by nature calls for smaller but focused samples rather than large random samples and categorizes data into patterns as the primary basis for organising and reporting results.

A quantitative design as observed by Welman and Kruger (1999:186) involves the collection of numerical and statistical data. This is because the gathered information can be quantified into data which is then sorted, classified, measured and interpreted in an objective manner. The interpretation of data when making use of quantitative design is accurately described by a set of rules or procedures that can make the interpretation of the information independent of individual judgments.

The research design adopted for the current study is quantitative. This is because questionnaires with both structured question items that have a limited range of responses were used. In addition, the gathered information was converted into statistical data that was statistically analysed and interpreted objectively independently of the researcher's opinion.

3.2.2 Target population

Population, according to Churchill (2002:630), consists of all the subjects or elements that have a probability of being selected to participate in a particular study. With regard to the current study, the population consists of all the members of staff of Land Boards in Botswana. According to the Ministry of Local Government, the overseer of Land Boards, each Land Board has about 130 employees. There are 12 Land Boards in Botswana, hence a total population of 1560 employees.

3.2.3 Sampling

A sample, according to Churchill (2002:628), consists of the elements or subjects of the population that the researcher has invited to participate in the final study.

The same author (Churchill, 2002:628) also noted that the chosen sample size is an important factor as it ensures that the subjects included in the study are enough to estimate the characteristic of the population. The sampling method utilised as observed by Pajares (2012:2) plays a significant role as it has an impact on the validity of the study. There are many sampling methods but the commonly utilized methods for social research include random, systematic, stratified, quota and cluster sampling (Stark, 2012:1-6) and these are explored below:

- Simple random sampling gives all the elements of the population an equal chance of being selected to participate in the study. In so doing bias in the sample selection is minimized.
- Systematic sampling arranges the population in a certain order then the subjects selected/picked at regular intervals.
- Stratified sampling is the organising of the population into distinct classifications where such classifications exist and then the samples are selected in proportion to the particular size of the specific category.
- Cluster sampling involves the selection of participants from certain areas or time periods only.
- Quota sampling involves the division of the population into mutually exclusive sub groups and then individual judgment is applied in selection of a certain proportion of participants from each sub group.
- Purposive sampling involves using personal judgment in selection of the sample.

In determining of the sample size, the research in the first step opted to use stratified sampling to classify the employees according to the respective Land Boards. In the next step, random sampling was used to select one Land Board from among the 12, and in this case Kgatleng Land Board was selected. Looking at the nature of the study, most of the information gathered was achieved through the quantitative approach, hence the need for a large sample size. In the current case, the employees of Kgatleng Land Board are about 130; hence no further sampling took place.

This is because the population was not large enough and provision was also given for employees who would opt not to participate in the study or were absent when the questionnaires were being administered.

3.3   THE MEASURING INSTRUMENT

The data collection instrument utilized for the study was a questionnaire that was designed by the researcher.

3.3.1 Questionnaire

The questionnaire, which was highly structured with a limited range of responses as well as open ended questions, was divided into two major parts. The first part evaluated the demographic information about the respondents while the second part collected the views of the respondents on a wide range of questions meant to respond to the research questions and objectives.

To ensure that the questionnaire captured the finer point of the respondents' responses for the highly structured sections of the questionnaire, a five point Likert-type scale was adopted, meaning that the respondent was given a range of five responses to choose from. In formulating the questionnaire, the researcher generated some pointer questions based on the literature reviewed in chapter two.

3.4   ADMINISTRATION OF THE QUESTIONNAIRES

Employees were given a week to complete the questionnaires which were submitted at a central place, namely the administrator within each sub district as well as the head office, where the researcher then collected the questionnaires from.

3.5   DATA ANALYSIS

The data from the highly structured sections of the questionnaires was captured by the use of Microsoft Excel. It was analysed using both Microsoft Excel for the demographic part and Statistical Package for Social Sciences (SPSS) for the other part that contained questionnaire items that gathered data needed to respond to the formulated research questions.

For ease of presentation and analysis, tables, figures and charts were utilized.

3.6   VALIDITY

Validity is the extent to which differences found within a measuring tool reflect true differences amongst respondents being tested (Cooper & Schindler, 2003:231).

Validity also refers to the ability of a scale or measuring instrument to measure what it is intended to measure. The researcher ensured validity through incorporation of a positivist (quantitative) design so that research instruments measured what it is supposed to measure, data collected was highly specific and precise and the sample was large.

3.7   RELIABILITY

Reliability refers to consistency and dependability of a measurement instrument. (Leedy & Ormrod, 2005:85). In other words, reliability refers to the extent to which the instrument yields the same result on repeated trials. Reliability in this case was enhanced by conducting a pilot study before embarking on the final study. This enabled the researcher to gauge the ability of the research instrument to deliver consistent results.

3.8   PILOT STUDY

According to Altman (2006:1), a pilot study is a test using a smaller sample with the intention of finding deficiencies or shortcomings in a study. It is a preliminary study designed to determine the feasibility of the research. A pilot study can reveal deficiencies in the design of a proposed experiment or procedure and these can then be addressed before time and resources are expended on large scale studies.

In this study, draft questionnaires were distributed. Ten randomly selected employees including HRM officers and other co-workers at the Ministry of Local Government Head Office were targeted. While distributing the draft questionnaire, the chosen participants were given an explanation on the aims and objectives of the study. Their responses were analysed and corrective action taken on the research design where it was deemed necessary. This led to the research design that was utilized when conducting the final study.

3.9 ETHICAL CONSIDERATION

The questionnaire included an introductory statement (appendix 1) explaining the purpose of the study and guaranteeing confidentiality of the information provided. To avoid subjectivity and bias the researcher had no personal involvement with respondents and hence did not coerce them into participation against their will. The researcher also ensured that permission to conduct the study was granted before commencement of the study.

3.10 SUMMARY

This chapter focused on the research methodology that was used while conducting the study. A combination of qualitative and quantitative research design was adopted for the study. Though the study focused on employees of Land Boards, only Kgatleng Land Board was chosen due to limitation in time and resources.

In total, the whole employee population of Kgatleng Land Board consisting of 130 employees was sampled to participate in the study.

In the next chapter, gathered data is analysed, presented and discussed.

CHAPTER FOUR

FINDINGS AND INTERPRETATIONS

4.1   INTRODUCTION

Findings and interpretations are presented in this chapter. To enable ease of presentation, for structured questionnaires, tables and figures are used. In addition, linkage is enhanced by making sure that presentation and interpretations of findings follow the order in which the questionnaire items appear on the measuring instrument.

4.2   BACKGROUND OF THE FINDINGS

Presentation and interpretation of findings start with the response rate, demographic information and, finally, the issues relating to the objectives of the study.

4.2.1 Response rate

The targeted respondents as indicated in the sample section, was set at 130. However, only 107 questionnaires were completed and utilised for this study. This therefore translates to a response rate of about 82%. The response rate was relatively positive, possibly because the researcher utilised the administrative personnel in each Sub Land Board office as well as at the Kgatleng Land Board office. It is to be noted that when liaising with the administrative staff for the purpose of administering the questionnaire, the researcher took time to explain to them the rationale and made clarification on each and every questionnaire item. It follows, therefore, that those responsible for administering the questionnaires were able to appeal personally to the respondents as well as to make clarifications where it was deemed necessary.

4.2.2 Demographic Information

It is important to have an insight into the characteristics of the sampled respondents as they provide the information needed to address the identified management dilemma (research problem). With regard to the current study, demographic aspects considered included gender, age, education, level of employment, and working experience of the respondents.
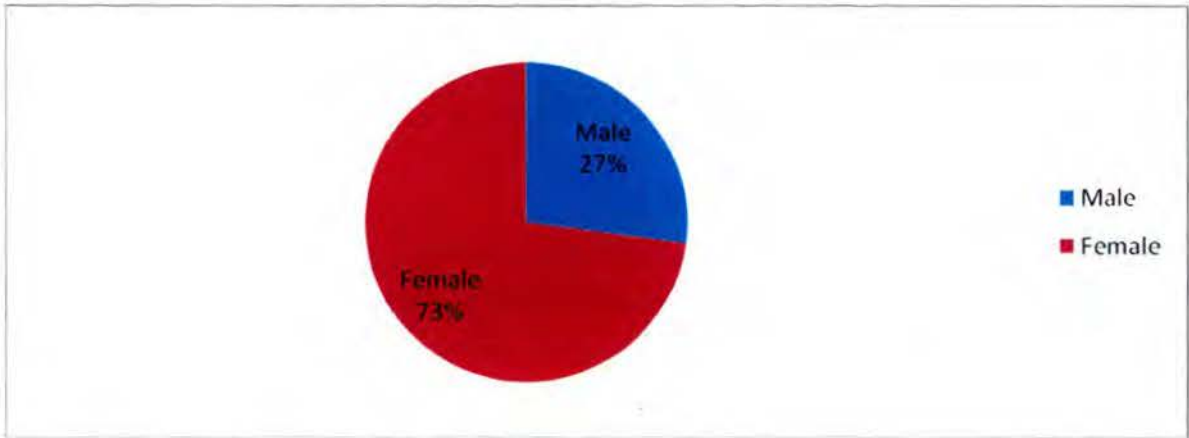
FIGURE 4.1:   GENDER

Figure 4.1 reveals that a majority of the employees at Kgatleng Land Board are female (73%). The possible explanation for the findings could be based on the fact that most of the work at the Land Board involves paper work, which is largely preferred by females as it does not require high levels of physical strength.
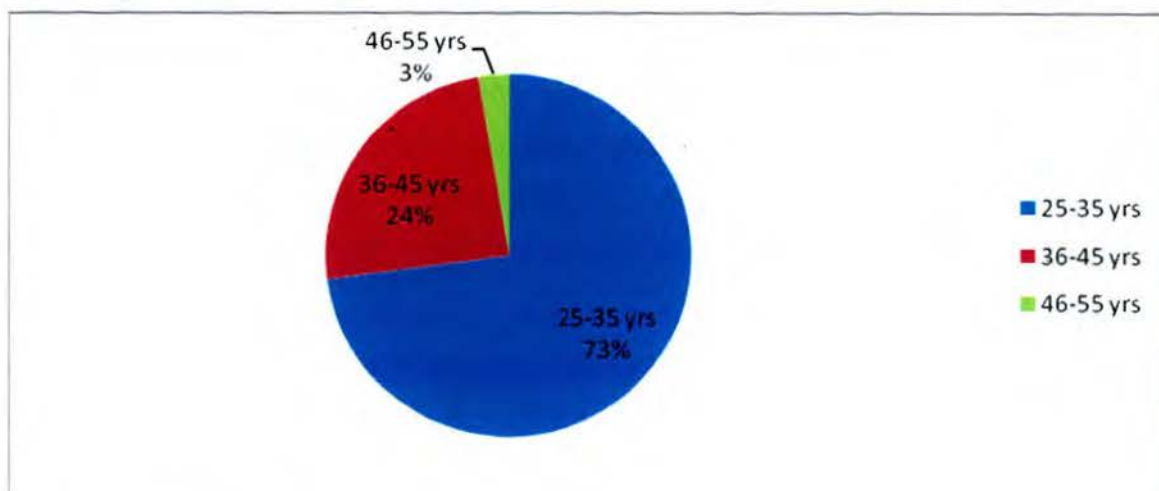
FIGURE 4.2: AGES

As revealed in Figure 4.2 a majority of employees of Kgatleng Land Board are aged between below 46 years (97%). Such younger employees will be in employment for a longer period of time. It would therefore be prudent to instil in them the practice of performance management as a means through which their performance and that of the organisation can be continuously improved.
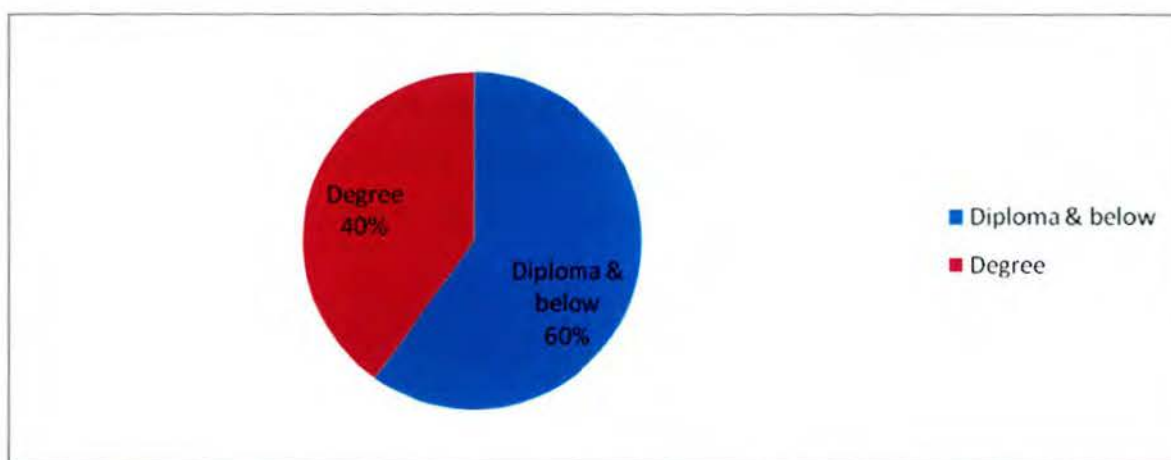
FIGURE 4.3:   EDUCATION LEVEL

As tabulated in Figure 4.3, a majority of employees (60%) have a diploma or below while the remaining 40% have degrees.

As noted by Yasin and Gomes (2010:216), there is a strong relationship between performance at the workplace and level of education. As the education levels at the board appear to be relatively low, this could be one of the reasons why the services offered by Land Boards in Botswana, as noted by Ditshwanelo (2007:1), are below expectations.
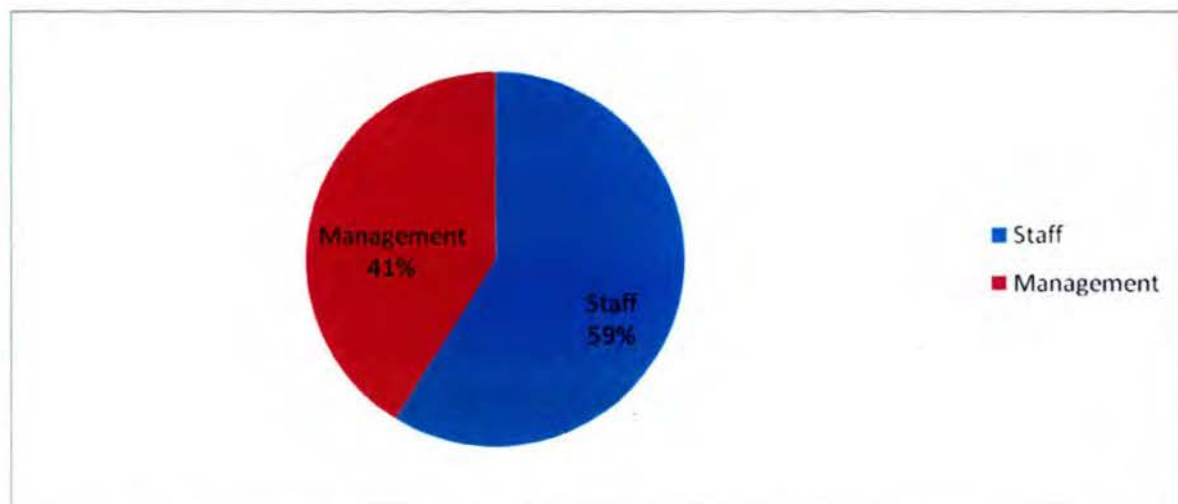
FIGURE 4.4 LEVEL OF EMPLOYMENT

Figure 4.4 shows that the junior staffs at 59% are slightly more than the management at 41%. The findings imply that as the gap between the two is not very large, the findings gathered from the respondents will be balanced, hence the possibility of adding value to the findings derived through the current study.
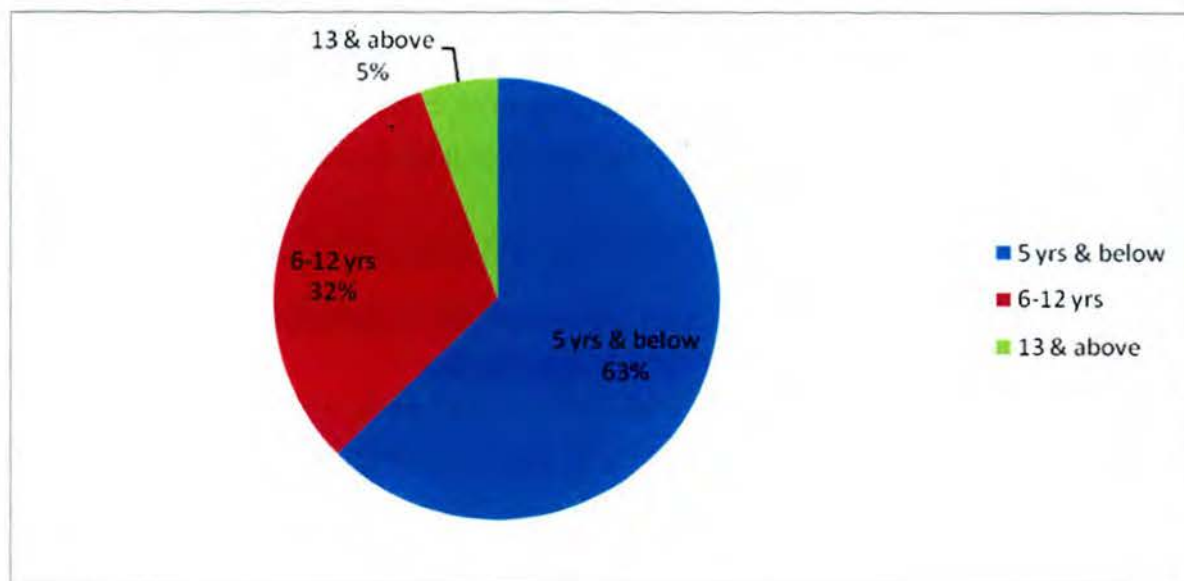
FIGURE 4.5: LENGTH OF SERVICE

As tabulated in Figure 4.5, a majority of employees (63%) have been in employment with the Land Board for five years and below, 32% between 6 to 12 years and the remaining 5% above 12 years. The findings allude to the fact that a majority of the employees have been in the organisation for a short period of time. As noted by Armstrong (2009:438), newly recruited employees need guidance in terms of good leadership if they are to maximise on their performance. The relatively short length of service could also possibly explain why the services offered by Land Boards as noted by Selepeng (2012:3) are below expectations.

4.2.3 Main findings

For ease of presentation and linkage, presentation, analysis and discussion will follow the order of the questionnaire items, research objectives, and research questions.

4.2.3.1 Understanding of Performance Management Systems

The respondents were asked about their level of understanding of the PMS system in an organisation. The findings from the study revealed that on average with regard to this aspect, an average respondent indicated that they had an average understanding of the PMS concept within an organisation. The level of knowledge with regard to the understanding of the PMS concept at average was way below the desirable state of being totally understood. As noted by Nelly et al. (2002:297), employees are not supportive of an initiative unless they clearly understand its purpose, value addition, and how it is supposed to become operational. It can therefore be surmised that the low levels of services offered by Land Boards could possibly be caused by low levels of understanding of the PMS initiative by the employees of the organisation.

TABLE 4.1: UTILISATION OF PERFORMANCE MANAGEMENT SYSTEMS

	Item	Score
7(A)	Strategic purposes	3
7(B)	Developmental purposes	3
7(C)	Administrative purposes	2

As indicated in Table 4.1, the respondents were requested to identify the most common use of performance management outcomes/results at Kgatleng Land Board. On a scale of 1 to 5, where 1 represented low usage of PMS outcomes and 5 represented high usage, the findings indicated that a score of 3 for aspects of usage for strategic and

development purposes, which is way below the desirable state of being high in usage. With regard to utilization for administrative purposes, it had a score of 2 which is low in usage. As noted by Niemi and Huiskonen (2000:623), PMS should not be adopted for the fun of it meaning that the outcome of the process should be utilised so as to ensure a continuous improvement in performance of an individual and the organisation as a whole. Some of the areas where PMS should be made use of include strategic, developmental and administrative areas.

4.2.3.2 Roles and responsibilities
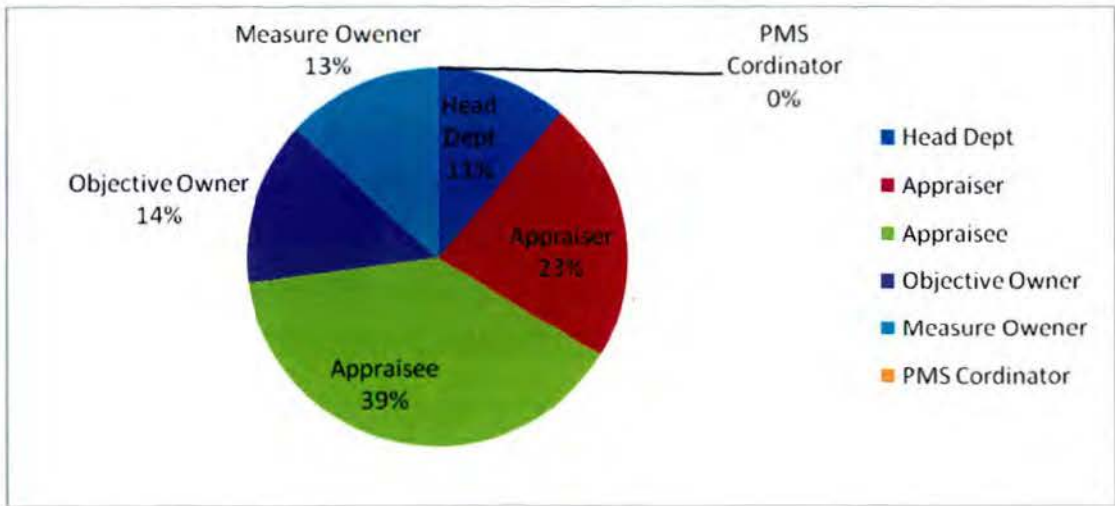
FIGURE 4.6: ROLES AND RESPONSIBILITIES

As shown in Figure 4.6, the roles and responsibility with regard to PMS incorporation into Kgatleng have been allocated to the different members of the organisation depending on the place they occupy in the organisational structure. The roles of PMS allocated include head of department, appraiser, objective owner, and measure owner. Unfortunately, not even a single respondent indicated that they had been allocated the role of PMS coordinator. As noted by Armstrong (2003:26), a PMS can hardly succeed if there is no personnel responsible for its coordination. Absence of personnel allocated to perform this function could possibly be the reason as to why Land Boards continue to offer services that are below the satisfaction of the Batswana.

4.2.3.3 Leadership practices, attributes and qualities as well as level of top management support

The respondents were requested to give their opinion on the nature of leadership at Kgatleng Land Board with regard to performance. They were requested to determine whether the leadership style adopted was supportive of PMS by indicating whether it was very poor, poor, average, good or excellent. The findings indicated that leadership style at the boards and how supportive it was to PMS was average, which is far below the desirable level of being excellent.

According to Naylor (2005:355), leadership practices by an organisation play a significant role in ensuring that the PMS initiative is a success. Poor delivery of services at the Kgatleng Land Board could be as a result of the leadership practices not being supportive of implementation of initiatives such as the PMS.

TABLE 4.2: LEADERSHIP CHARACTERISTICS

	Variable	Average	Verbal Interpretation
10 (A)	Seeks to nurture people's creativity	3	To some extent
10 (B)	Serves as a team player and leader	3	To some extent
10(C)	Invests significantly in employees' training and development	3	To some extent

The respondents were requested to indicate the extent to which the management and supervisors at Kgatleng Land Board are able to demonstrate the characteristic as shown in Table 4.2. The findings from the study indicated that the management and supervisory staff demonstrated to some extent the identified attributes. The attributes include seeking to nurture employees' creativity, being a team player and a leader and the drive to invest in employees' training and development.

40

As argued by Sashkin and Sashkin (2003:39), leaders who portray the mentioned characteristics in their leadership styles in most cases motivate the staff to excel in their performance.

TABLE 4.3: LEADERSHIP ATTRIBUTES

	Variable	Average	Verbal Interpretation
11 (A)	Reliability	3	Moderate
11 (B)	Initiative	3	Moderate
11(C)	Trust	4	High
11(D)	Teamwork	4	High
11(E)	Inspirational and motivating	3	Moderate

The participants evaluated their immediate supervisors with regard to the leadership attributes tabulated in Table 4.3. The supervisors/managers were found to be moderate with regard to reliability, initiative, inspiration and ability to motivate. With regard to trust and teamwork, they were found to be high. As observed by Naylor (2004:362), leaders who motivate their staff to achieve superior performance must be reliable, have initiative, be trustworthy, embrace and promote the spirit of teamwork, and be inspirational and have the ability to motivate. It appears with regard to Kgatleng Land Board, the leaders to a certain extent do have these attributes. This, combined with improvement in other leadership aspects such as role allocation could go a long way in ensuring that a PMS initiative is a success and in the process, the Land Board would improve on its performance so as to better meet the needs of the Batswana.

TABLE 4.4 LEADERSHIP QUALITIES

	Variable	Average	Verbal Interpretation
12 (A)	The technical "know-how"	3	Satisfied
12 (B)	Competence in decision-making	3	Satisfied
12(C)	Level of support to the employees	3	Satisfied
12(D)	Delegation of work to the others	3	Satisfied

As revealed in Table 4.4, the immediate supervisors were evaluated on the qualities that contribute to superior performance management such as technical know-how, competence in decision-making, level of support to the employees, and delegation of work to others. The findings indicated that with regard to the identified qualities, they were satisfied that the immediate supervisors possessed these qualities, a situation which is far below the desirable state of being extremely satisfied. As argued by Cronje et al. (1987:67), for a supervisor/manager to excel with regard to performance improvement in an organisation they have to possess the technical know-how with regard to the section or department they are in charge of, they must be good in decision-making, must be supportive of other employees and must have the skills required to effectively delegate work to others. With this qualities therefore, Kgatleng Land Board can go far in the management of performance and hence being in a position to meet the needs of the Batswana.

4.2.3.4 Leadership and performance management practices at Kgatleng Land Board

TABLE 4.5: RANKING WITH REGARD TO LEADERSHIP

Statement	Rank
Leaders/managers show little interest in meeting work deadlines and concern for employee satisfaction, often more concerned with simply maintaining own positions, hence a disorganised workplace with low levels of motivation and job performance.	1
Leaders/managers are more concerned about production and less about employees , who are considered merely as a means to an end in order to aim to perform at the expense of employees' needs	2
Leaders/managers balance the goals of the organisation with the needs of people, which results in average performance because employees are moderately motivated and performance is moderate.	3
Leader/manager shows high focus on tasks and people centered on empowerment, trust, commitment and motivation, creation of team environment, hence high performance	4
Leader/manager is highly people-centered, provides a comfortable and friendly working environment for self-motivation and job satisfaction	5

As indicated in Table 4.5, leadership practices employed by leaders at Kgatleng Land Board were ranked. The common leadership styles in order of prevalence reveal that all is not well within the Land Board. This is because an element of leaders is showing little interest in meetings and work deadlines, concern for employee satisfaction, often more concerned with maintaining own positions hence a disorganised workplace with low levels of motivation and job performance were found to be more common. This was followed by the practice where managers are more concerned about production and less about employees, who are considered merely a means to an end in order to aim to perform at the expense of employees' needs.

Hot in the heels is the practice where leaders/ managers balance the goals of the organisation with the needs of people, which results in average performance because employees are moderately motivated and performance is moderate. This was followed by the practice where the leader/manager shows a high focus on tasks and people centered on empowerment, trust, commitment and motivation, creation of a team environment, hence high performance. Finally, rated the least practiced leadership style is the practice where the leader/manager is highly people-centered, provides a comfortable and friendly working environment for self-motivation and job satisfaction.

As noted by Naylor (2004:362), the most effective management/leadership style when it comes to performance management is the one where the manager is highly people centered, provides a comfortable and friendly working environment for self-motivation and job satisfaction. However, this style has been ranked as the lowest at Kgatleng Land Board. This may possibly explain the reason behind the delay in service delivery at the board.

TABLE 4.6: PERFORMANCE MANAGEMENT PRACTICE

	Variable	Average	Verbal Interpretation
14 (A)	The performance appraisal process is used for fault finding	3	Neutral
14 (B)	Performance objectives are imposed from above	3	Neutral
14(C)	Appraisal interview/performance reviews are not done in a professional manner	3	Neutral
14(D)	No support and encouragement are provided by management/immediate supervisor	3	Neutral
14 (E)	There is no proper monitoring and follow-up	3	Neutral
14 (F)	The immediate supervisor has no authority and resources, reward good performance or meet development needs identified during performance/appraisal reviews	3	Neutral
14 (G)	Poor and inaccurate decisions and recommendations are made during review meetings	3	Neutral

14 (H)	There is poor planning and preparations for performance (appraisal review process)	3	Neutral
14 (I)	There is follow-up action and performance monitoring and evaluation	3	Neutral
14 (J)	Performance appraisal form has so many pages and demands a lot of time and information	3	Neutral
14 (K)	Management/immediate supervisors are not provided with adequate training on performance appraisal process	3	Neutral
14 (L)	Individual action plans and performance objectives are not clearly linked with overall organisational strategic plan/goals	3	Neutral
14 (M)	There are no performance improvement programmes like promotion, pay rise, training, coaching, bonuses, new equipment, career planning	3	Neutral
14 (N)	Managers supervisors lack suitable skills and management styles which are right for performance management	3	Neutral
14 (O)	There is no shared understanding on what employees should be doing and on what areas employees should focus on	3	Neutral

As indicated in Table 4.6, the respondents were undecided on the performance management practices within Kgatleng Land Board. It appears therefore that the leadership at the board have not taken time to educate the employees about the PMS initiative. In addition where it has been implemented, the feedback from the initiative is not communicated to the employees hence the reason why they seem to be unsure of all the aspects explored and findings indicated on Table 4.6. As noted by Armstrong (2008:438), for the PMS to be a success at all the organisation's members have to be involved. In addition, as observed by Dzambiri (2008:46), PMS does not maximize performance if feedback is not provided to the employees. This is because it is from the feedback that corrective action emanates.

4.2.3.5 Leadership practices, attributes, and qualities and its Influence on understanding of PMS at Kgatleng Land Board

While responding to the issues contained in this objective, the 3 formulated hypotheses were used. For ease of review, the hypotheses are stated below.

Ho1: Leadership practices of management and supervisory staff have no significant influence on the level of understanding of PMS at the board.

Ho2: Leadership attributes of management and supervisory staff has no significant influence on the level of understanding of PMS at the board.

Ho3: Leadership qualities of management and supervisory staff have no significant influence on the level of understanding of PMS at the board.

To enable test the hypotheses, analysis of variance (ANOVA) was used to establish the relationship between the means of the understanding of PMS at the boards and the 3 leadership aspects namely; practices, attributes and qualities. The findings are as tabulated on table 4.7.

TABLE 4.7: IMPACT OF LEADERSHIP ON UNDERSTANDING OF PMS

Item	F-Statistic	P-value
Leadership practices	10.100	0.000
Leadership attributes	16.057	0.000
Leadership qualities	8.023	0.000

On the aspect of leadership practices, the p-value of 0.000 implies that the null hypothesis is rejected and the alternative stating that leadership practices have a significant influence on understanding of PMS at Kgatleng Land Boards. This is because at 95% level of significance the p-value of 0.00 is lower than the set of 0.05. In addition the relationship did not occur by chance since the f-statistic of 10.100 is higher than the rule of thumb of 2. The findings are supportive of the observations by Naylor (2005:355) that leadership practices to a large extent determine performance management practice in an organisation.

The findings also lead to the rejection of the null hypothesis Ho2 and the alternative stating that leadership attributes of the management and staff had a significant influence on the understanding of PMS at Kgatleng land Board. This was because at 95% level of confidence the p-value at 0.000 was lower than the highest set value of 0.05. The relationship ship between the two did not occur by chance as the f-statistic of 16.057 was high than the minimum set of 2. The findings are supportive of the argument posed by Naylor (2004:362) that leadership attributes of the key personnel in an organisation influence the success of PMS initiative.

With regard to leadership qualities, the null hypothesis was rejected and the alternative hypothesis implying that there was a significant influence on understanding of PMS Kgatleng Land Board by leadership qualities of the management and supervisory staff. This was because at 95% level of significance the p-value at 0.000 was lower than the maximum set of 0.05. In addition, the relationship established did not occur by chance as the f-statistic at 8.023 high than the rule of thumb of two. The findings are supportive of the observations by Cronje et al. (1987:67) that management and supervisory staff should posses certain qualities if implementation of new initiatives is to be a success.

The findings derived from testing of the 3 formulated hypothesis lead to the conclusion that for PMS initiative to be understood and in the process be a success, the supervisory and management staff at Kgatleng Land Board should posses the desirable qualities, attributes and be able to uphold the desirable management practices.

4.3   SUMMARY

The findings from the study revealed that The PMS initiative has not produced the desired results at Kgatleng Land Board. While analysing and discussing the findings, it became apparent that leadership practices at the board have a lot to desire when it came to the success of PMS and improvement in the overall performance of the board. The findings also led to the supposition that the leadership styles utilised by the board are not conducive for performance management, hence the delays experienced at the Land Board.

In the next chapter findings are summarised and recommendations made based on the findings of this study.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1   INTRODUCTION

In this chapter, conclusions and recommendations based on findings from primary research are made. Also included are the final remarks with regard to the extent to which the current study was able to realise the formulated objectives and in the process address the stated research problem otherwise referred to as the management dilemma.

5.2   FINDINGS OF THE STUDY

In this section a summary of findings for each objective, is presented to show how each objective was achieved.

5.2.1   Objective 1: To establish the level of understanding with regard to PMS in the Land Board.

On the aspect of the level of understanding of PMS by the employees of at Kgatleng Land Board, the findings of the study revealed the following:

- Employees of the board have an average understanding of the PMS concept which is far below the desirable state of being totally understood.

- PMS outcomes/results were not fully utilised by the board for strategic, developmental and administrative purposes.

- Finally, several statements with regard to performance practices at the board revealed that an average employee did not know how PMS initiatives functioned within the organisation

5.2.2 Objective 2: To establish roles, purpose and responsibilities over PMS at the Land Board

The information gathered with regard to roles, purpose and responsibilities over PMS at the board indicated that, employees have different roles to play with regard to the incorporation of PMS at the board. However, no employee was allocated to the important role of PMS coordinator.

5.2.3 Objective 3: To determine the leadership qualities, characteristics and attributes of Kgatleng Land Board supervisory staff as well as level of support given to PMS initiative.

With regard to leadership and the level of support directed towards the PMS initiative, the information gathered revealed that:

- The level of support given by the leadership of the board to the PMS initiative was found to be average, which is way below the desirable state of being excellent.

- To some extent the leadership characteristics namely seeking to nurture peoples' creativity, serving as a team player and leader, and investing significantly in employees' training and development were found to be demonstrated by leadership of the board. This situation is slightly lower than the desirable state of being to a large extent demonstrated by the leadership.

- The leadership attributes of the immediate supervisor namely reliability, initiative, being inspirational and motivating were found to be moderate. On the other hand, teamwork and trust were found to be high. In a nutshell, the desirable state of being very highly in possession of leadership was not achieved with regard to all the attributes.

- All the leadership qualities of the immediate supervisors namely the technical know-how, competence in decision-making, level of support to employees and the ability to delegate were found to be satisfactory which is far below the desirable state of being extremely satisfactory.

5.2.4 Objective 4: To identify prominent leadership practices at Kgatleng Land Board.

The findings of the study revealed that The leadership style common within the board is the undesirable style where leaders/managers show little interest in meeting work deadlines and concern for employee satisfaction, often more concerned with simply maintaining their own positions, hence a disorganised workplace with low levels of motivation and job performance exist. This is instead of the rarely utilized style where the leader/manager is highly people-centered, provides a comfortable and friendly working environment for self-motivation and job satisfaction.

5.2.5 Objective 5: To determine the influence of leadership practices, attributes and qualities on understanding of PMS at Kgatleng Land Board.

The study findings revealed that Leadership practices, attributes and qualities of management and supervisory staff were found to significantly influence the understanding of PMS at the board.

5.3 LIMITATIONS OF THE STUDY

Due to the proposed manner of research design (case study) the study will be done in one of twelve land boards and 3 sub land boards in Botswana;

Therefore the findings of this study may to some extent not necessarily reflect the views of the employees on the nature of leadership prevalent in other land boards not covered.

The researcher was faced by time and resource limitations hence did not thoroughly dwell on the study which could limit the value derived from the exercise. Questionnaires were used when gathering data from the respondents and hence may lack in objectivity which may further limit the value of the findings derived. The questionnaires were not administered by the researcher in person hence removing the opportunity to clarify to the respondents on issues that may have not been clear to them. The questionnaires are in the English language with the assumption that all the respondents are fluent in the language, which may not be the case. Such a scenario could impact negatively on the findings of the study.

5.4   RECOMMENDATION FOR FURTHER STUDIES

The study focused on the leadership style and how this has impacted on performance management at Kgatleng Land Board. While conducting the study, no thought was given to the implementation process. It is important that the implementation process of the PMS initiative at the board be reviewed to determine whether it was well executed.

This is in the realization as noted by De Waal and Counet (2009:637) that 50% to 80% of all PMS initiatives fail due to poor implementation.

5.5   RECOMMENDATIONS TO THE STAKEHOLDERS (KGATLENG LAND BOARD, GOVERNMENT, EMPLOYEES, AND OTHER ORGANISATIONS)

As a significant majority of the employees are young, they will be with the board for a long period. There is need to involve them in the management of their performance. Such a move will ensure that a culture of continuous improvement of performance is embraced by all the employees, a situation which will see the organisation experience continuous improvement in performance.

The education level of employees at the board is relatively low. There is need for the leadership to focus on improving the capability of the employees through application of

good career management practices. This will not only enable the employees to improve on their performance but will also enable the organisation to be able to attract and retain a talented workforce.

The employees do not fully understand the concept of performance management. This should be reversed by ensuring that the board takes its time to enlighten all the organisation's members on any new initiative before implementation. Issues to be considered should include the rationale as to why the new initiative is necessary to the organisation and the employees. Once this is clear the initiative will have support from the employees.

It is important to note that the PMS system is meant to bring a continuous improvement in performance. For these things to be a reality then, the outcome of the PMS initiative should be utilised for strategic, development and administrative purposes.

The PMS initiative has to be coordinated if it is to be a success. There is a need to therefore appoint a member or members of staff who are mandated to perform this crucial function. At the moment it appears that members who should perform this role are not appointed at the board and if they are there, this has not been communicated to all employees. The board is advised to appoint such personnel to perform the PMS coordination function if the initiative is to be a success.

The successes of any initiative, PMS inclusive, to a large extent rely on full top management support. Apparently, PMS does not have full support from the leadership of the board. The management should redouble their efforts if performance at the board is to be managed.

The leadership should improve on their efforts with regard to seeking to nurture employees' creativity, serving as a team player and leader, and investing in employee career development. Once this takes place the employee performance will be enhanced.

The immediate supervisors should improve on the attributes such as reliability, initiative, inspiration, and motivating. Such attributes encourage the employees to work closely and productively with the leadership.

The board should make sure that supervisory staff possesses qualities such as technical know-how, decision-making competence, high levels of support to employees, and delegation skills.

The leadership should work to improve on the current leadership style where leaders/managers show little interest in meeting work deadlines and concern for employee satisfaction, often more concerned with simply maintaining own positions, hence a disorganised workplace with low levels of motivation and job performance. Instead, the leadership style where the leader/manager is highly people-centred, provides a comfortable and friendly working environment for self-motivation and job satisfaction should be adopted.

Time ought to be taken to educate the employees on how the PMS initiative functions within the organisation.

5.6   CONCLUDING REMARKS

The aim of the current study was to investigate the leadership practices at Kgatleng Land Board and how these have impacted on performance management.

The findings from the primary study enabled the researcher to adequately to respond to the formulated research objectives and in the process address the stated problem statement/management dilemma. This is as evidenced in section 5.2 of this chapter

After looking at the objectives as well as the outcome of the study, it can be surmised that the study achieved its purpose.

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APPENDICES

Appendix A

Dear Colleague

My name is Boikarabelo Portia Diane I am currently doing a research project on *relationship between leadership and performance* management. The research project is part of the course requirement for a qualification with the North-West University (Mafikeng campus). I kindly request you to spare some 20 to 25 minutes to complete this survey questionnaire which, I believe will in a way assist us to come with strategies for improving the way Performance Management System is managed in our organisation.

The information you give will be used for educational purposes only and your identity will in any way be revealed.

Section A: Biographical Information

1. Your gender   Male: ☐   Female: ☐   (Please tick (√))
2. Age range   25- 35 years ☐   36-45years ☐ 46 -55 years ☐ 56-60 years
3. What is your highest level of education and training?...................................
4. What is your current job title? ....
5. How many years in this position of work experience in this organisation ....

Section B: Knowledge of performance management

6   What is your level of understanding of your organisation's performance management system? (please tick the number that is applicable)

Totally do not understand	*Do not understand*	Average	Understand	Totally understand
1	2	3	4	5

7. On a scale of 1-5 rate the most common use of performance management outcomes/results in your organisation to the following purposes:

	Low 1	2	3	4	High
(A) Strategic purposes including alignment to: – Mission, goals, vision, values – Environmental changes					

– Stakeholder and customer needs – Strategic plans					
(B) Developmental purposes including: – Coaching and mentoring – Promotion, career development plans – Remedial actions to improve performance – Training					
(C) Administrative purposes including: – Discipline -demotion, transfer, termination – Motivation schemes- pay rise, praise, rewards, bonuses – Accountability – Developing HR plans					

Section C: Role and responsibilities

8 What are your roles and responsibilities with regard to performance management in this organisation?

- ☐ Head of department
- ☐ Supervisor/Appraiser
- ☐ Appraisee
- ☐ Objective owner
- ☐ Measure owner
- ☐ Performance improvement) coordinator

Section D: Relationship between leadership and performance management

9. What is your opinion about the nature of leadership with regard to performance management? Please tick (√) as applicable

Very poor	poor	Average	Good	Excellent

10. To what extent does your immediate supervisor demonstrate the following leadership practices in relationship to performance management?

Practices	Not at all 1	Some how 2	To some extent 3	To a large extent 4
(A) Seeks to nurture peoples' creativity				
(B) Serves as team player and leader				
(C) Invests significantly in employees' training development				

11. Rate the contribution of following leadership attributes of your immediate supervisor in relation to achieving your organisation's performance goals.

Attributes	Very low 1	Low 2	Moderate 3	High 4	Very High 5
(A) Reliability					
(B) initiative					
(C) Trust					
(D) Teamwork					
(E) Inspirational and motivating					

12 Rate how you feel about your immediate supervisor's qualities with regard to performance management .Please tick as appropriate.

	Not Satisfied	Slightly Satisfied	Satisfied	Very Satisfied	Extremely Satisfied
(A) The technical "know-how"	1	2	3	4	5
(B) His/her competence in making decisions	1	2	3	4	5
(C) The level of his /her support of employees	1	2	3	4	5
(D) The way he/she delegates work to others	1	2	3	4	5

Section E: Views on appropriate leadership model and performance management

13. On a scale of 1 to 5, please rank statements in the table below with regard to influence of leadership style on performance management in your organisation.

Statement	Rank
Leaders/managers show little interest in meeting work deadlines and concern for employee satisfaction, often more concerned with simply maintaining own positions, hence a disorganized workplace with low levels of motivation and job performance .	
Managers/managers are more concerned about production and less about employees , who are considered merely a means to an end in order to aim to performance at the expense of employees needs	
Leaders/ managers balance the goals of the organisation with the needs of people, which results in average performance because employees are moderately motivated and performance is moderate.	
Leader/manager is highly people-centered, provides a comfortable and friendly working environment for self-motivation and job satisfaction	
Leader/ manager shows high focus on task and people centered on empowerment, trust, commitment and motivation, creation of team environment , hence high performance	

14 Based on your experience of performance management; please give your opinion on the following statements by ticking as appropriate.

	Strongly disagre	Disagree	Neutral	Agree	Strongly Agree
The performance appraisal process is used for fault finding					
Performance objectives are imposed from above					
Appraisal interview/ performance reviews are not done in a professional manner					
No support and encouragement is provided from management/immediate supervisor					
There is no proper monitoring and follow-up					
Immediate supervisor has no authority and resources reward good performance or meet development need identified during performance/appraisal review					
Poor and inaccurate decisions and recommendations are made during review meetings					
There is poor planning and preparations for performance (appraisal review process					
There is follow-up action and performance monitoring and evaluation					
Performance appraisal form has so many pages and demands a lot of time and information					
Management/immediate supervisor is not provided with adequate training on performance appraisal process					
Individual action plans and performance objectives are not clearly linked with overall organisational strategic plan/goals					
There are no performance improvement programmes like promotion, pay rise, training, coaching, bonuses, new equipment, career planning					
Managers supervisors lack suitable skills and management styles which are right for performance management					
There is no shared understanding on what employee should be doing and on what					

areas employees should focus on					

Thank you for your assistance in completing this survey.