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Original Article

## Assessing the Effectiveness and Sustainability of Performance Management Systems in Land Administration: A Case Study of Tawana Land Board in Botswana.

Victor Chaikhwa<sup>1</sup>

<sup>1</sup> Africa Research University (ARU), Keystone University of Africa, Lusaka, Zambia

\* Correspondence: chaikhwav@gmail.com Tel.: (+00267) 72523288

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**Abstract:** This study aimed to assess the effectiveness and sustainability of performance management systems (PMS) in land administration, focusing on the Tawana Land Board as a case study. Land administration is critical to economic development, and effective performance management systems are vital for ensuring transparency, accountability, and efficiency in land-related processes. The research sought to identify critical factors influencing the effectiveness and sustainability of these systems, as well as to explore the challenges and barriers faced by the Tawana Land Board in implementing and maintaining effective PMS. The study adopted a mixed-methods approach, utilizing quantitative and qualitative data collection techniques. Survey data was gathered from employees at Tawana Land Board, providing insights into their perceptions of the current PMS. The research examined the adequacy of training, the effectiveness of trainers, the commitment of management, the availability of financial resources, and other challenges impacting the implementation of PMS. The study also analyzed how well the PMS aligned with sustainable practices, contributing to the long-term goals of the Land Board. The findings indicated that while the PMS at Tawana Land Board had areas of effectiveness, significant challenges hindered its overall sustainability. A notable proportion of respondents felt that training on PMS implementation was inadequate, and the effectiveness of trainers was questioned by a significant portion of the staff. Moreover, the study revealed a perceived lack of commitment from management in fully supporting and implementing PMS, which further compromised the system's effectiveness. Financial constraints were also identified as a significant barrier, with a substantial portion of respondents indicating that limited financial resources affected the proper implementation of PMS. In light of these findings, the study made several recommendations. It emphasized the need for enhanced training programs tailored to address the specific needs of the Land Board and to improve the effectiveness of trainers. The research also highlighted the importance of management's active commitment and support in driving the success of PMS. Additionally, securing adequate financial resources was recommended as crucial for the sustained effectiveness of the system. The study also suggested that further research be conducted in other land boards and in different geographical contexts to compare the challenges and successes of PMS implementation across various settings.

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## 1. Introduction

### 1.1 Background Information

Botswana has 12 land boards that are responsible for tribal land administration and management. The Land Boards are mainly aligned to tribal territories along the eight significant tribes of Bongwato, Batawana, Balete, Bakgatla, Bakwena, Batlokwa, Borolong, and Bakwena. Additional four land Boards were made to improve service delivery and are not aligned to the tribal territories of the eight significant tribes bringing the total to 12. Additional Land Boards are Kgalagadi, Ghanzi, Chobe, and Tati. These

were placed in administrative districts that fall outside the boundaries of the eight major tribes. Tawana Land Board's area of jurisdiction covers the Batawana tribal territory. Out of these main Land Boards there are subordinate Land Boards in some boards whose area of jurisdiction is more sparse.

One of the Tawana Land Board's key functions is allocating land rights to individuals and organizations within the Batawana Tribal Area. By considering factors such as land use plans, environmental concerns, and the needs of applicants, the board ensures that land is allocated fairly, transparently, and efficiently. This function is crucial as it enables individuals to access land for agriculture, residential, and commercial activities, thus promoting economic development and livelihoods in the community. Additionally, the Tawana Land Board serves as a mediator and arbitrator in land disputes, resolving conflicts that may arise between individuals, families, or community members.

However, there is indeed a lack of comprehensive research on the effectiveness and sustainability of performance management systems, particularly in developing countries which Botswana is part of. This is due to several factors. Land administration in developing countries often faces unique challenges, such as limited financial and human resources, inadequate infrastructure, and high levels of informality. These challenges can significantly impact the implementation and sustainability of performance management systems. Further, the field of land administration itself has traditionally received less attention and research than other areas of development. This has resulted in a limited understanding of land administration systems' specific requirements and nuances, including the design and implementation of performance management frameworks. To address these gaps, there is a need for increased research and knowledge sharing on performance management in land administration, particularly in the context of developing countries. This research should focus on understanding the specific challenges and opportunities faced by these countries, as well as identifying best practices and innovative approaches that can be tailored to their unique contexts.

## **1.2. Statement of the problem**

In many land administration institutions, including the Tawana Land Board in Botswana, the effectiveness and sustainability of these systems remain uncertain. Studies indicate that poor performance management in land boards has led to delays in land allocation, disputes over land ownership, and inefficient service delivery, which affect national development initiatives. Furthermore, performance evaluation in Tawana Land Board has been inconsistent, with no clear link between employee performance and rewards or sanctions, as revealed in a study by Molefe and Mogotsi (2018). This lack of accountability not only compromises service delivery but also questions the sustainability of the PMS in place. Given the importance of effective land management in supporting Botswana's Vision 2036 goal of sustainable land use and development, it is critical to assess the current performance management practices and explore ways to improve them for long-term efficiency. Therefore, this research will fill a significant gap by evaluating the effectiveness and sustainability of the current PMS at Tawana Land Board and providing evidence-based recommendations for reform.

## **1.3 Objectives of the Study**

The objectives for this study were divided into general purpose and specific objectives.

### **1.3.1 General Objective**

The general objective of this study was to assess the effectiveness and sustainability of performance management systems in land administration using the Tawana Land Board as the case study.

### **1.3.2 Specific Objectives**

The specific objectives for this study were:

- a) To evaluate the current performance management systems at the Tawana Land Board.
- b) To assess the effectiveness of the performance management systems in achieving organizational goals and objectives.
- c) To examine the sustainability of the performance management systems within the Tawana Land Board.
- d) To identify the key factors influencing the effectiveness and sustainability of performance management systems in land administration.
- e) To explore the challenges and barriers faced by the Tawana Land Board in implementing and maintaining effective performance management systems.

## **2. Materials and Methods**

### **2.1 Introduction**

The research adopted a mixed method approach. This is an extract of the research document covering sub-sections such as research design, population, sample size, sampling techniques, data collection and analysis methods, among others.

### **2.2 Research design**

For this research, a mixed-methods research design was employed. The quantitative aspect will involve the collection of numerical data to measure the effectiveness and sustainability of performance management systems in land administration. The qualitative aspect will involve collecting data through interviews to gain a deeper understanding of the factors influencing the effectiveness and sustainability of performance management systems.

### **2.3 Research approach**

The research approach for this study was primarily deductive. It involved testing specific hypotheses and theories related to the effectiveness and sustainability of performance management systems in land administration.

### **2.4 Study location**

This study was located in Maun, Botswana. This is due to proximity to the researcher. Moreover, this is where Tawana Land Board is located.

### **2.5 Population**

The population for the study was 654 members as described by the sampling frame.

### **2.6 Sample size**

To ensure sufficient representation of the population and to achieve a balance between generalizability and depth of analysis, a combination of probability and non-probability sampling techniques may be employed. The sample size of the research was 110 respondents.

### **2.7 Sampling techniques**

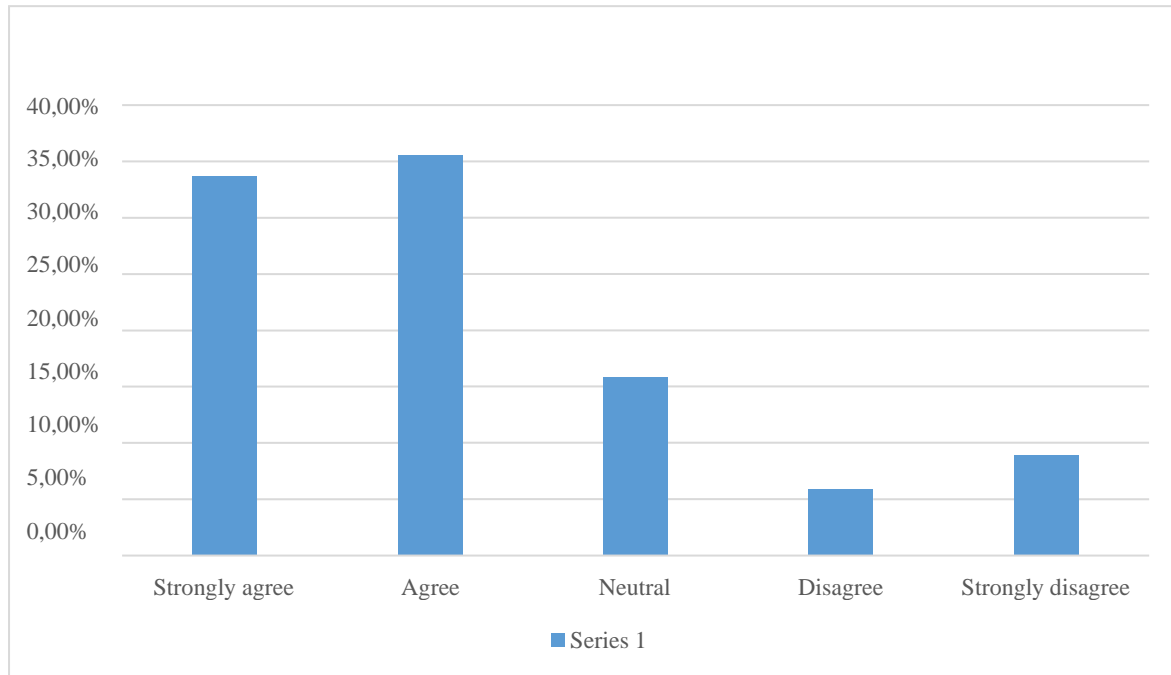
For the quantitative aspect of data collection, a stratified random sampling technique may be used. For the qualitative aspect of data collection, a purposive sampling technique may be employed.

### **2.8 Data Collection**

Primary data was collected through questionnaires and interviews.

### 3. Results and Discussion

#### Analysis of results is critical for performance improvement

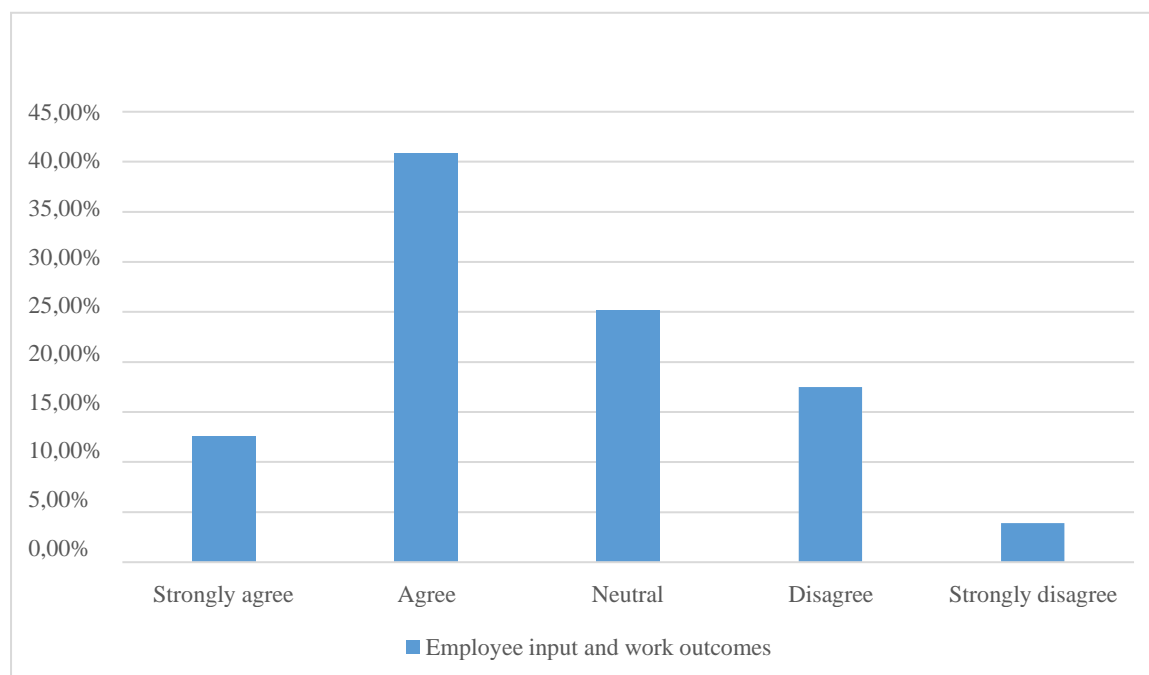


**Figure 1 - Analysis of results is critical in performance improvement (n = 103)**

Survey (2024)

The responses from the Tawana Land Board regarding the importance of analysing results for performance improvement revealed a strong consensus among the respondents. The data indicated that 33.7% of the respondents strongly agreed that analysis of results was critical for performance improvement, while 35.6% agreed with this sentiment. A smaller portion, 15.8%, remained neutral, and 5.9% disagreed, with 8.9% strongly disagreeing. This data suggested that a significant majority of the respondents (69.3%) recognized the critical role that result analysis played in enhancing performance. This overwhelming agreement underscored the perceived importance of systematically evaluating outcomes to identify areas for improvement, optimize processes, and achieve organizational goals.

### Workers input and work outcomes



**Figure 2 - Employee input and work outcomes (n = 103)**

The survey data regarding the extent to which respondents believed that work outcomes were a direct result of their efforts provided critical insights into the perceptions of performance management systems at the Tawana Land Board. The responses indicated that 12.6% of respondents strongly agreed that their efforts directly influenced work outcomes, while 40.8% agreed with this statement. Meanwhile, 25.2% of respondents remained neutral, 17.5% disagreed, and 3.9% strongly disagreed. The fact that a combined total of 53.4% of respondents either strongly agreed or agreed suggested that over half of the workforce felt a clear connection between their individual efforts and the outcomes of their work. This level of agreement indicated that the performance management systems in place might have been successful in fostering a sense of accountability and empowerment among a significant portion of the employees.

### Tawana Land Board among the best performing land boards

**Table 1 - Tawana Land Board among the best performing land boards (n = 103)**

Decision	Frequency	Percentage
Strongly agree	3	2.9%
Agree	44	42.7%
Neutral	36	35%
Disagree	15	14.6%
Strongly disagree	5	4.8%
<b>TOTAL</b>	<b>103</b>	<b>100%</b>

Survey (2024)

The survey responses regarding whether Tawana Land Board was considered among the best performing land boards over the past five years offered significant insights into the perceived effectiveness of the organization’s performance management systems. The data indicated that 2.9% of respondents strongly agreed that Tawana Land Board was among the best performing land boards, while 42.7% agreed. A substantial portion, 35%, remained neutral, 14.6% disagreed, and 4.9% strongly disagreed. The responses revealed a moderately positive perception of Tawana Land Board’s performance among its employees, with a combined 45.6% of respondents agreeing or strongly

agreeing that the board was among the best performers. This perception suggested that nearly half of the workforce believed in the efficacy of the current performance management systems in contributing to the organization's success. These respondents likely felt that the systems in place effectively guided the organization towards achieving high performance and excellence in land administration.

**Tawana Land Board performance**

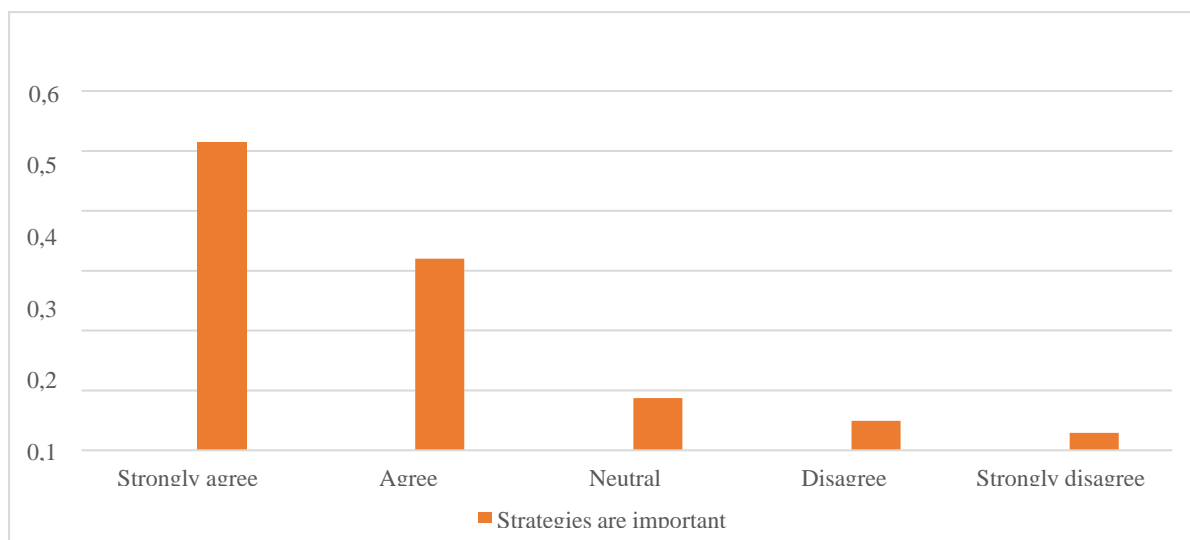
**Table 2 – Employee satisfaction on Land Board performance (n = 103)**

Decision	Frequency	Percentage
Strongly agree	5	4.9%
Agree	26	25.2%
Neutral	34	33%
Disagree	22	21.4%
Strongly disagree	16	15.5%
<b>Total</b>	<b>103</b>	<b>100%</b>

Survey (2024)

The survey data on employee satisfaction with the performance of the Tawana Land Board provided valuable insights into the perceived effectiveness of the organization's performance management systems. The responses showed that 4.9% of respondents strongly agreed with the statement that they were satisfied with the board's performance, while 25.2% agreed. A significant portion, 33%, remained neutral, whereas 21.4% disagreed and 15.5% strongly disagreed. The relatively low percentage of respondents who strongly agreed (4.9%) or agreed (25.2%) suggested that only a minority of employees felt fully satisfied with the performance of the Tawana Land Board. This level of agreement, totaling 30.1%, indicated that less than a third of the workforce believed that the current performance management systems were effective in driving the board's success and aligning with their expectations. The fact that 33% of respondents were neutral indicated a substantial level of ambivalence or uncertainty regarding the board's performance. This neutrality could stem from a lack of clear communication about performance metrics, goals, and achievements, or from inconsistent experiences with the performance management systems.

**Importance of performance management strategies**

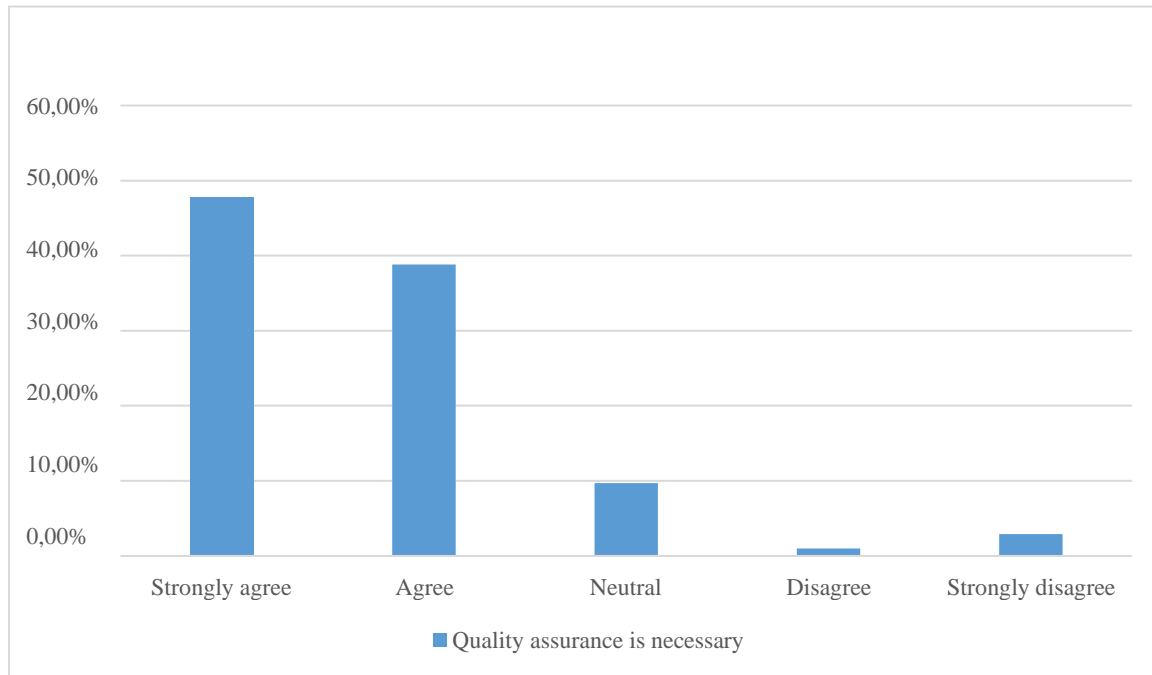


**Figure 3 - Performance management strategies are important (n = 103)**

Survey (2024)

The survey data regarding the perceived importance of performance management strategies in driving organizational success revealed a strong consensus among respondents at the Tawana Land Board. The responses indicated that 51.5% of respondents strongly agreed that performance management strategies were crucial for organizational success, while 32% agreed. A smaller portion, 8.7%, remained neutral, and only 4.9% disagreed, with 2.9% strongly disagreeing. The data suggested that an overwhelming majority of respondents (83.5%) recognized the critical role that performance management strategies played in achieving organizational success. This strong agreement indicated that employees at the Tawana Land Board largely believed in the value and impact of these strategies.

**Quality assurance**

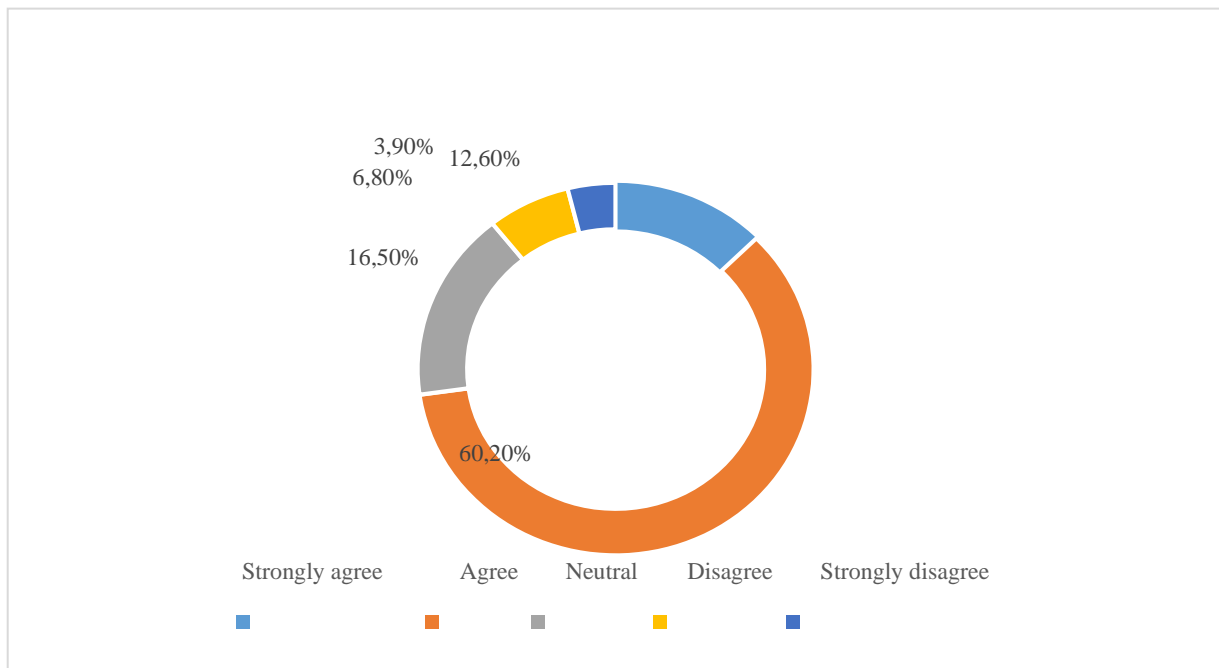


**Figure 4 - Quality assurance is necessary (n = 103)**

Survey (2024)

The survey responses regarding the necessity of a policy document on quality assurance of land processes at the Tawana Land Board provided significant insights into employees' perceptions of current management practices and their effectiveness. The data showed that 47.6% of respondents strongly agreed that such a policy document was necessary, while 38.8% agreed. A smaller portion, 9.7%, remained neutral, and only 1% disagreed, with 2.9% strongly disagreeing. The responses revealed a clear consensus among the majority of the respondents, with a combined 86.4% either strongly agreeing or agreeing on the necessity of a policy document for quality assurance in land processes. This overwhelming agreement indicated a widespread recognition of the importance of having a formal, structured approach to ensure quality in land administration processes. Employees likely believed that a policy document would provide clear guidelines and standards, ensuring consistency, fairness, and transparency in the handling of land-related activities.

## Analysis of performance metrics



**Figure 5 - Analysis of performance metrics substantial for performance improvement (n=103)**

Survey (2024)

The survey responses regarding the role of performance metric analysis in performance improvement provided critical insights into the perceptions of employees at the Tawana Land Board. The data revealed that 12.6% of respondents strongly agreed that the analysis of performance metrics was essential for performance improvement, while a significant majority of 60.2% agreed. Meanwhile, 16.5% of respondents remained neutral, and smaller percentages of 6.8% disagreed and 3.9% strongly disagreed. The strong agreement from a combined 72.8% of respondents indicated a widespread recognition of the importance of performance metrics analysis in driving improvement. This majority view suggested that employees believed in the value of systematically evaluating performance data to identify areas of strength and weakness. Such analysis allows for data-driven decision-making, which can lead to more targeted and effective interventions to enhance performance.

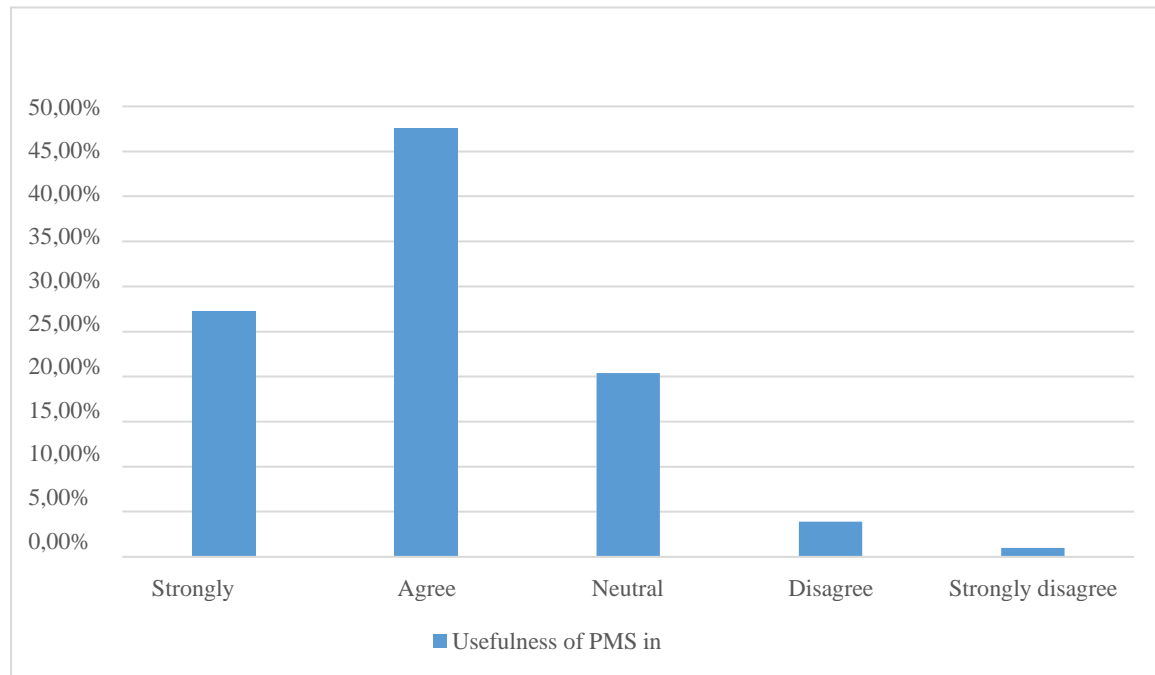
### Discussion of the effectiveness of current performance management systems

The study found that organizational culture and leadership commitment are crucial for the success of performance management systems. Data collected and presented indicated mixed perceptions regarding organizational culture, with some employees citing a lack of accountability and transparency as major hindrances to performance improvement initiatives. Strong leadership support was correlated with higher levels of employee engagement and organizational performance. Previous research supports these findings, emphasizing the critical role of organizational culture and leadership in driving performance management outcomes (Schein, 2010; Denison, 1996). Organizational culture shapes employee attitudes and behaviours toward performance management practices, while leadership sets the tone for accountability, transparency, and continuous improvement.

### Effectiveness of the performance management systems in achieving organizational goals and objectives.



### Usefulness of Performance Management Systems in planning

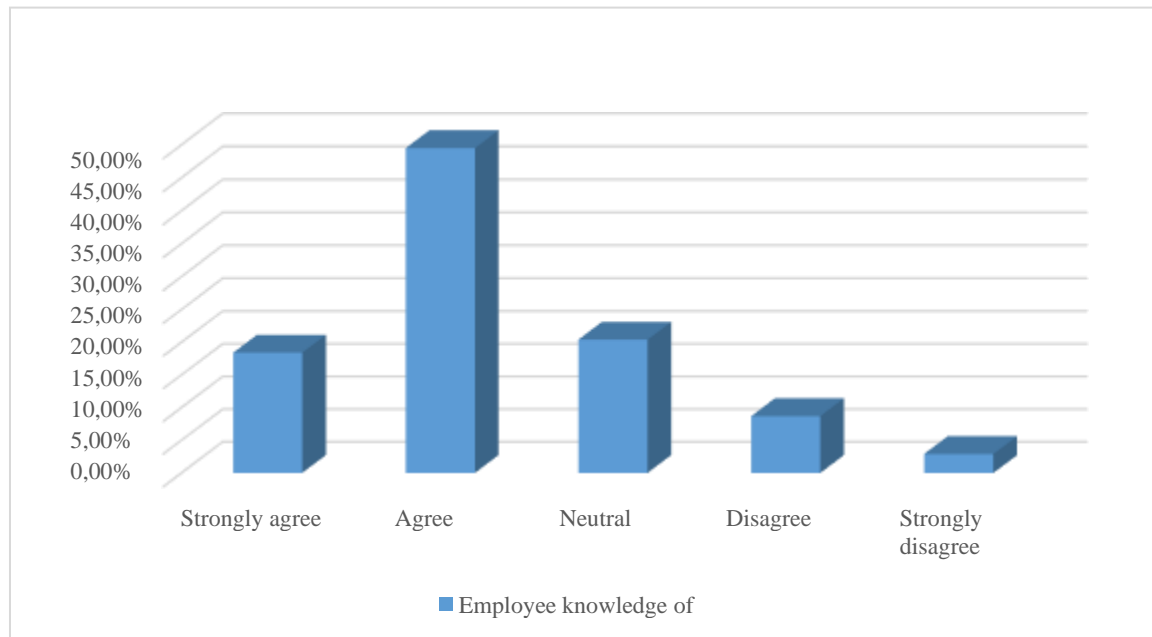


**Figure 6 - Usefulness of PMS in planning (n= 103)**

Source: Survey (2024)

The survey responses regarding the usefulness of the Performance Management System (PMS) as a tool for planning and measuring the land delivery process at the Tawana Land Board provided critical insights into its perceived effectiveness. The data indicated that 27.2% of respondents strongly agreed that PMS was a useful tool, while 47.6% agreed. Meanwhile, 20.4% of respondents remained neutral, and smaller percentages of 3.9% disagreed and 1% strongly disagreed. The combined total of 74.8% of respondents who either strongly agreed or agreed suggested that the majority of employees viewed PMS as a beneficial instrument for managing and assessing the land delivery process. This strong endorsement highlighted that PMS was recognized for its ability to facilitate structured planning and provide measurable benchmarks, essential for evaluating progress and ensuring accountability in land administration.

**Employee knowledge of performance management systems**



**Figure 7 - Employee knowledge of PMS (n=103)**

Survey (2024)

The responses to the question regarding employees' knowledge of the Performance Management System (PMS) at the Tawana Land Board provided insightful data about their familiarity and understanding of the system. The results showed that 18.4% of respondents strongly agreed that they had a sound knowledge of PMS, while 49.5% agreed. In contrast, 20.4% of respondents remained neutral, smaller percentages of 8.7% disagreed, and 2.9% strongly disagreed. The combined total of 67.9% of respondents who either strongly agreed or agreed indicated that the majority of the employees felt confident in their understanding of the PMS. This majority view suggested that PMS was well-communicated and effectively integrated within the organization, allowing employees to understand its components, processes, and significance in achieving organizational goals.

**Education and awareness on PMS**

**Table 3 - Education and awareness on PMS (n =103)**

Decision	Frequency	Percentage
Strongly agree	16	15.7%
Agree	38	36.3%
Neutral	21	20.6%
Disagree	20	19.6%
Strongly disagree	8	7.8%
<b>TOTAL</b>	<b>103</b>	<b>100%</b>

Survey (2024)

The responses to the question regarding the efforts made by the Tawana Land Board to educate and familiarize employees with the Performance Management System (PMS) revealed a range of perceptions among the workforce. The data indicated that 15.7% of respondents strongly agreed that such efforts had been made, while 36.3% agreed. Conversely, 20.6% of respondents were neutral, 19.6% disagreed, and 7.8% strongly disagreed. The combined total of 52% of respondents who either strongly agreed or agreed suggested that a slight majority of employees believed the Tawana Land Board had made efforts to educate and familiarize them with PMS.

**Workshops on the implementation of Performance Management System**

**Table 4 - Workshops on the implementation of PMS (n = 103)**

<b>Decision</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly agree	18	17.5%
Agree	38	36.9%
Neutral	13	12.6%
Disagree	24	23.3%
Strongly disagree	10	9.7%
<b>TOTAL</b>	<b>103</b>	<b>100%</b>

Survey (2024)

The survey responses regarding attendance at workshops on the implementation of the Performance Management System (PMS) provided a valuable snapshot of the employees' training experiences at the Tawana Land Board. The data indicated that 17.5% of respondents strongly agreed that they had attended such workshops, while 36.9% agreed. In contrast, 12.6% of respondents were neutral, 23.3% disagreed, and 9.7% strongly disagreed. The combined total of 54.4% of respondents who either strongly agreed or agreed suggested that a majority of employees had attended workshops on PMS implementation. This majority view indicated that the Board had made a considerable effort to provide training opportunities aimed at familiarizing employees with PMS.

**Employee scores as foundation for work improvement**

**Table 5 - Scores as a platform for work improvement (n = 103)**

<b>Decision</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly agree	15	14.9%
Agree	60	58.4%
Neutral	15	14.9%
Disagree	10	9.9%
Strongly disagree	3	2%
<b>TOTAL</b>	<b>103</b>	<b>100%</b>

Survey (2024)

The survey responses regarding whether the scores employees received provided a foundation for improvement in their work and offered insightful perspectives on the Performance Management System (PMS) at Tawana Land Board. According to the data, 14.9% of respondents strongly agreed that their scores served as a basis for improvement, while 58.4% agreed. Meanwhile, 14.9% remained neutral, 9.9% disagreed, and 2% strongly disagreed. The combined total of 73.3% of respondents who either strongly agreed or agreed suggested that the majority of employees viewed their performance scores as constructive feedback that could guide their work improvement.

### Mentoring and coaching are very important in the implementation of performance management system

**Table 6 - Role of mentoring and coaching (n= 103)**

Decision	Frequency	Percentage
Strongly agree	42	41.2%
Agree	49	47.1%
Neutral	8	7.8%
Disagree	2	2%
Strongly disagree	2	2%
<b>TOTAL</b>	<b>103</b>	<b>100%</b>

Survey (2024)

The survey responses on the significance of mentoring and coaching in the implementation of performance management provided a comprehensive view of employee perceptions at Tawana Land Board. A substantial portion of respondents, 41.2%, strongly agreed that mentoring and coaching were crucial, while 47.1% agreed. Additionally, 7.8% remained neutral, and an equal 2% disagreed or strongly disagreed. The combined 88.3% of respondents who either strongly agreed or agreed suggested a widespread recognition of the importance of mentoring and coaching in the effective implementation of performance management systems (PMS). This overwhelming majority indicated that employees at Tawana Land Board viewed these practices as integral to their professional development and overall performance.

#### Discussion

The positive feedback from respondents at Tawana Land Board aligns with De Waal's findings, suggesting that when properly utilized, PMS can significantly enhance operational efficiency and effectiveness. The neutrality observed among 20.4% of respondents could be interpreted through the lens of literature on organizational change and adaptation. Kotter (1996) noted that neutrality or ambivalence often arises during the early stages of implementing new systems, as employees adjust to new processes and tools. This transitional phase can lead to mixed perceptions about the usefulness of the system. Therefore, the neutral responses at Tawana Land Board might reflect an adjustment period where employees are still adapting to the PMS. Comparing these findings with other studies, it becomes evident that effective training and employee involvement are crucial for the success of PMS. Armstrong and Baron (2005) highlighted that performance management systems are most effective when accompanied by robust training programs that ensure all employees are on the same page. The mixed responses from Tawana Land Board employees indicate a need for more comprehensive and inclusive training initiatives to bridge the gaps in understanding and application. Furthermore, the negative responses might reflect broader organizational issues such as resistance to change or inadequate resources allocated for training. Boyne (2002) discussed the complexities of implementing performance management systems in public sector organizations, where bureaucratic inertia and resource constraints can impede effective training and system adoption. The findings from Tawana Land Board echo these challenges, suggesting that more effort is needed to address these barriers and ensure successful PMS implementation.

#### Sustainability of the performance management systems

**Table 7 - Frequency of PMS at Tawana Land Board (n = 103)**

	Frequency	Percentage
Always	18	17.2%
Often	35	34.3%
Occasionally	28	27.1%
Rarely	17	16.2%
Never	5	5.1%
<b>TOTAL</b>	<b>103</b>	<b>100%</b>

Survey (2024)

The survey responses regarding the frequency of performance management system review at the Tawana Land Board provide essential insights into the sustainability of these systems. According to the data, 17.2% of respondents indicated that performance management systems were always reviewed, while 34.3% reported that reviews occurred often. Additionally, 27.1% noted that reviews were conducted occasionally, 16.2% stated that they were rarely reviewed, and 5.1% revealed that reviews never occurred. These results reveal a mixed picture regarding the regularity and, by extension, the sustainability of performance management system reviews within the organization. The data suggest that while a significant portion of employees perceive the review process as frequent (with a combined 51.5% stating that reviews are always or often conducted), there remains a considerable proportion (43.3%) who believe that reviews occur only occasionally or rarely. This inconsistency in review frequency points to potential challenges in maintaining a sustainable performance management system.

### **PMS and its contribution to personal and professional development**

**Table 8 - PMS and its contribution to employee personal and professional development (n = 103)**

<b>Decision</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly agree	10	9.9%
Agree	47	45.5%
Neutral	26	25.7%
Disagree	14	13.9%
Strongly disagree	6	5%
<b>TOTAL</b>	<b>103</b>	<b>100%</b>

Survey (2024)

The survey responses regarding whether the performance management systems contributed positively to personal and professional growth provided a balanced view of their perceived impact among employees at the Tawana Land Board. According to the data, 9.9% of respondents strongly agreed that the performance management systems facilitated their growth, while 45.5% agreed. Meanwhile, 25.7% of respondents remained neutral, and 13.9% disagreed, with 5% strongly disagreeing. These results reflect a predominantly positive perception of the performance management systems, with more than half of the respondents acknowledging their contribution to personal and professional development.

### **PMS and sustainable practices at Tawana Land Board**

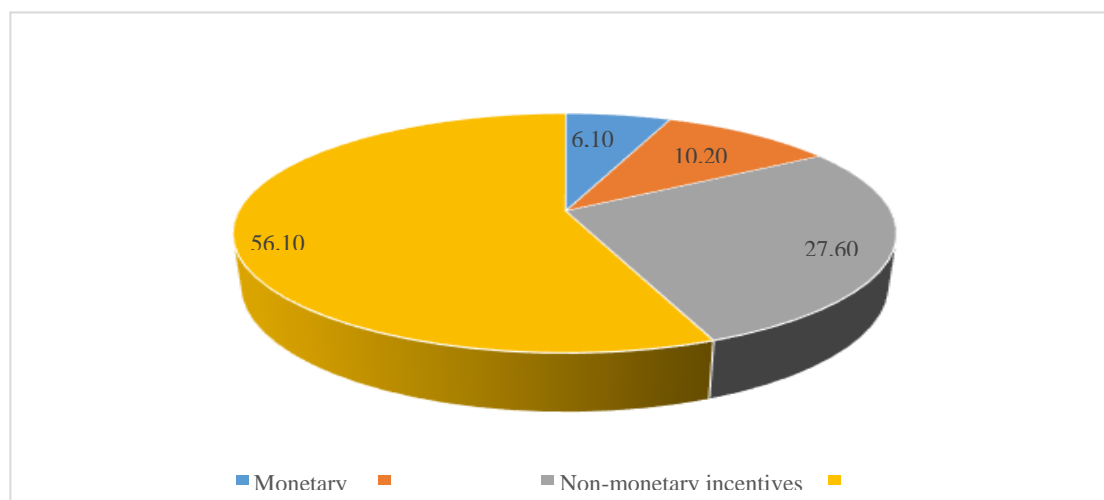
**Table 9 - PMS and sustainable practices (n = 103)**

<b>Decision</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly agree	7	6.9%
Agree	45	43.6%
Neutral	34	32.7%
Disagree	11	10.9%
Strongly disagree	6	5.9%
<b>TOTAL</b>	<b>103</b>	<b>100%</b>

Survey (2024)

The survey responses regarding the alignment of Tawana Land Board's performance management system with sustainable practices provided valuable insights into the perceived sustainability of the current systems. According to the data, 6.9% of respondents strongly agreed that the performance management system aligns with sustainable practices, while 43.6% agreed. Meanwhile, 32.7% of respondents remained neutral, smaller percentages of 10.9% disagreed, and 5.9% strongly disagreed. These findings suggest a general, albeit cautious, optimism about the sustainability of the performance management systems at Tawana Land Board. The combined 50.5% of respondents who either strongly agreed or agreed indicate that more than half of the surveyed employees perceive the systems as aligned with sustainable practices.

### Rewards for exceeding expectations



**Figure 8 - Rewards for exceeding expectations (n = 103)**

Survey (2024)

The survey responses regarding how employees are rewarded for meeting or exceeding expectations within the Tawana Land Board reveal significant insights into the sustainability and effectiveness of the performance management system. The data showed that only 6.1% of respondents indicated that rewards were monetary, while 10.2% mentioned promotions as a form of recognition. A more substantial proportion, 27.6%, reported receiving non-monetary incentives, and a majority, 56.1%, indicated "other" forms of rewards. These findings suggest a diverse approach to employee recognition and reward, reflecting a potentially sustainable and multifaceted performance management system.

### Discussion

To interpret these results, it is essential to consider the importance of regular performance management system reviews in ensuring the effectiveness and sustainability of these systems. The same findings were obtained from a study by Perry et al. (2006), which also concurred that regular reviews are vital for maintaining the relevance and accuracy of performance management systems, as they allow organizations to assess their processes, identify areas for improvement, and make necessary adjustments. Olowu (2009) also found that without consistent reviews, performance management systems can become outdated, misaligned with organizational goals, and less effective in driving performance improvements.

### Key factors influencing the effectiveness and sustainability of PMS

#### PMS objectives are SMART

**Table 10 - SMART PMS objectives (n = 103)**

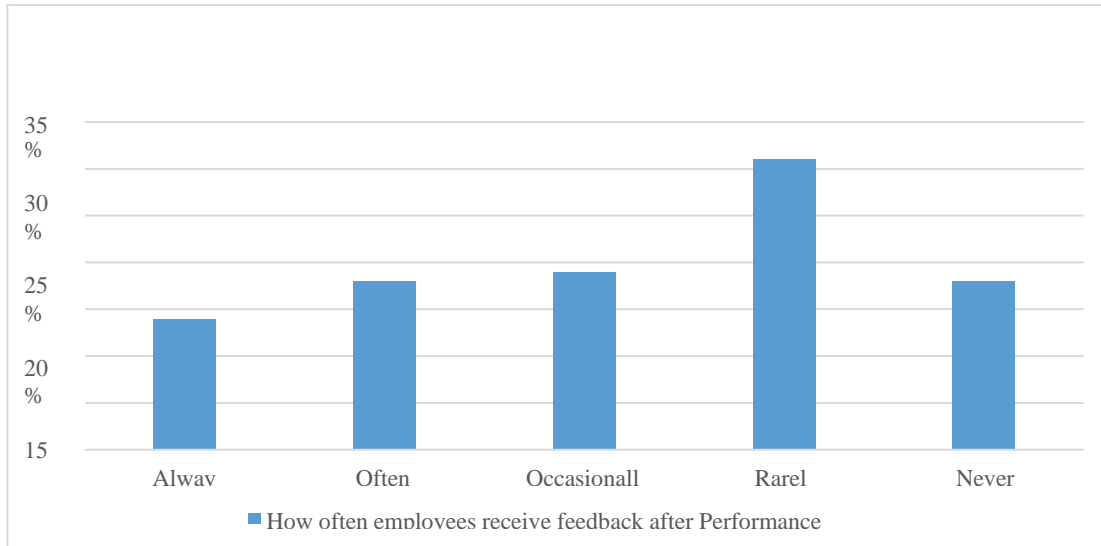
Decision	Frequency	Percentage
Strongly agree	7	6.9%
Agree	43	43.1%
Neutral	30	30.4%
Disagree	13	12.7%
Strongly disagree	7	6.9%
<b>TOTAL</b>	<b>103</b>	<b>100%</b>

Survey (2024)

The survey responses regarding whether performance objectives are clearly defined, communicated, and measurable at the Tawana Land Board provide critical insights into the sustainability of the

performance management system. The data indicated that 6.9% of respondents strongly agreed that the objectives are clear, communicated, and measurable, while 43.1% agreed. Additionally, 30.4% of respondents were neutral on this matter, 12.7% disagreed, and 6.9% strongly disagreed. These findings reflect a mixed perception among employees, suggesting areas of strength as well as opportunities for improvement in the sustainability of the performance management system. The fact that 50% of respondents either strongly agreed or agreed that performance objectives are clearly defined, communicated, and measurable indicates that there is a substantial base of employees who perceive the system as effective in these key areas.

**Regular feedback after review (n = 103)**

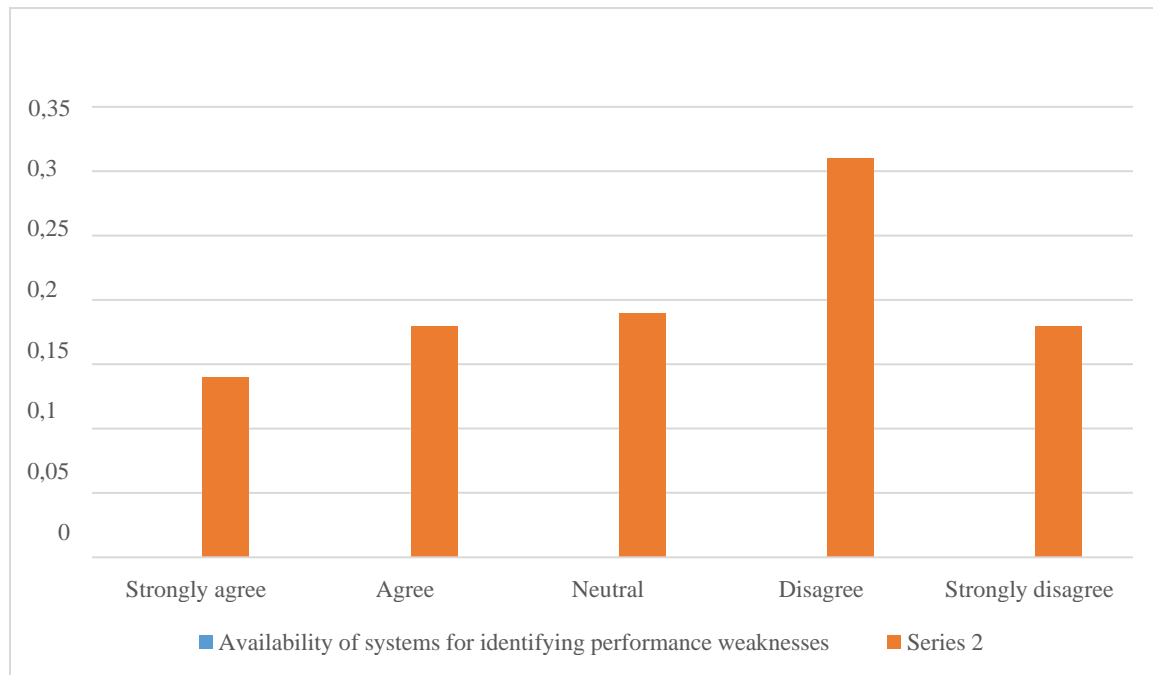


**Figure 9- How often do employees receive feedback after performance review**

Survey (2024)

The survey responses regarding the regularity of feedback on performance after each review at the Tawana Land Board provide significant insights into the sustainability of the performance management system. The data indicated that only 14% of respondents always received feedback, while 18% received it often. Additionally, 19% of respondents stated they received feedback occasionally, 31% reported rarely receiving feedback, and 18% indicated they never received feedback. These findings reveal a mixed perception among employees, suggesting that the performance management system at Tawana Land Board has substantial room for improvement in terms of providing regular feedback, which is crucial for its sustainability. The low percentage of respondents who always or often received feedback, totaling 32%, highlights a gap in the feedback mechanism, which is a critical component of a sustainable performance management system.

### Identifying performance weaknesses and addressing them



**Figure 10 - Availability of systems for identifying performance weaknesses**

Survey (2024)

The survey responses regarding whether the Tawana Land Board has a system for identifying and addressing poor performance provided significant insights into the effectiveness and sustainability of the performance management systems in place. The data revealed a diverse range of perceptions among the respondents, indicating varied experiences and opinions about the effectiveness of the current system. Specifically, 14% of respondents strongly agreed, and 18% agreed that the Land Board has an effective system for identifying and addressing poor performance. Conversely, a significant portion of the respondents, 31%, disagreed, and 18% strongly disagreed with the statement, while 19% remained neutral. These findings suggest that there is a considerable perception gap regarding the effectiveness of the performance management system in identifying and managing poor performance.

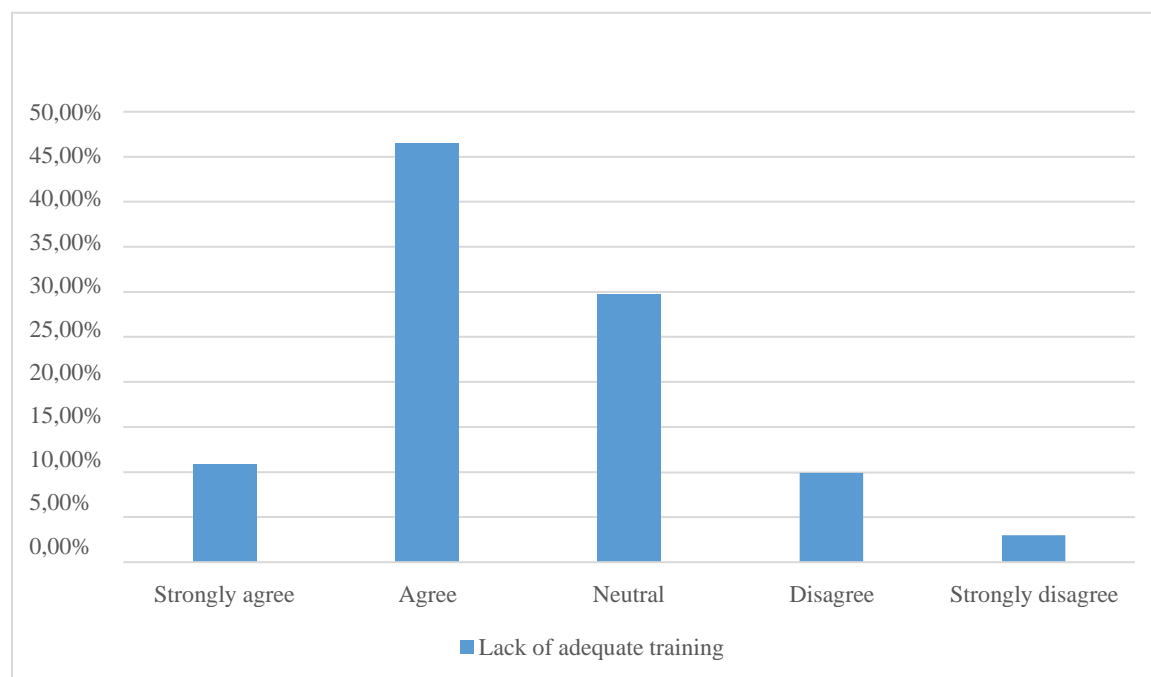
### Discussion

A study by Pulakos et al. (2019) emphasizes that for a performance management system to be effective, it must be perceived as fair and transparent by employees. The significant portion of respondents who disagreed or strongly disagreed with the effectiveness of the Land Board's system suggests that there may be issues related to the perceived fairness or transparency of the current system. This perception could stem from a lack of clear communication about performance expectations and criteria for evaluation, as well as inconsistencies in how performance issues are addressed. Additionally, the data indicates that a significant portion of respondents disagreed or strongly disagreed with the system's effectiveness, highlighting the need for a more robust and systematic approach to addressing poor performance. According to Armstrong (2014), a comprehensive performance management system should include mechanisms for identifying performance issues early and supporting employees to improve. This can involve regular performance reviews, feedback sessions, and development plans tailored to individual needs. By adopting a proactive approach to performance management, organizations can address issues before they escalate and support employees in achieving their performance goals.

### Challenges and barriers faced by Tawana Land Board in PMS



### Lack of adequate training



**Figure 11 - Lack of adequate training as a challenge to PMS implementation (n = 103)**  
Survey (2024)

The survey responses regarding the adequacy of training on Performance Management System (PMS) implementation at various levels within the Tawana Land Board revealed significant insights into one of the critical challenges faced by the organization. According to the data, a substantial portion of respondents perceived inadequate training. Specifically, 10.9% of respondents strongly agreed, and 46.5% agreed that there was a lack of proper training on PMS implementation. Meanwhile, 29.7% of respondents remained neutral, and smaller percentages, 9.9%, and 3% disagreed and strongly disagreed, respectively. These findings highlight that training is a fundamental component of any performance management system, as it ensures that employees at all levels understand the system's objectives, processes, and tools.

### Ineffectiveness of trainers in the implementation of PMS

**Table 11- Ineffectiveness of trainers in the implementation of PMS (n = 103)**

Decision	Frequency	Percentage
Strongly agree	9	9%
Agree	40	39%
Neutral	31	30%
Disagree	18	17%
Strongly disagree	5	5%
<b>TOTAL</b>	<b>103</b>	<b>100%</b>

Survey (2024)

The survey responses regarding the effectiveness of trainers in implementing effective performance management systems (PMS) at the Tawana Land Board provide critical insights into the challenges faced by the organization. According to the data, 9% of respondents strongly agreed, and 39% agreed that the trainers were ineffective in implementing PMS. Meanwhile, 30% of respondents remained neutral, suggesting a significant ambivalence or uncertainty about the trainers' effectiveness. On the other hand, 17% disagreed, and 5% strongly disagreed with the statement, indicating that some employees did not perceive trainer ineffectiveness as a problem. These findings highlight a notable challenge within the Tawana Land Board, aligning with the study's objective to explore the barriers

faced in implementing and maintaining effective performance management systems. The high percentage of respondents who agreed or strongly agreed that trainers were ineffective points to a substantial issue that could undermine the overall effectiveness and sustainability of the PMS.

### Lack of commitment

**Table 12 - Responses showing if there was a lack of commitment (n = 103)**

Decision	Frequency	Percentage
Strongly agree	8	8%
Agree	43	42%
Neutral	33	32%
Disagree	14	14%
Strongly disagree	5	4%
<b>TOTAL</b>	<b>103</b>	<b>100%</b>

Survey (2024)

The survey responses regarding management's commitment to the implementation of effective performance management systems (PMS) at the Tawana Land Board provide substantial insights into the challenges faced by the organization. According to the data, 8% of respondents strongly agreed, and 42% agreed that management was not committed to implementing effective PMS. Conversely, 14% disagreed, and 4% strongly disagreed, indicating a perception of commitment among some employees. Meanwhile, 32% of respondents remained neutral, suggesting a significant level of uncertainty or ambivalence regarding management's commitment. The high percentage of respondents who agreed or strongly agreed that management lacked commitment points to a substantial issue that could undermine the entire performance management framework.

#### 4.3.1. Lack of financial resources

**Table 13 - Lack of financial resources on the implementation of PMS (n = 103)**

Decision	Frequency	Percentage
Strongly agree	6	5%
Agree	31	30%
Neutral	23	22%
Disagree	33	32%
Strongly disagree	10	11%
<b>TOTAL</b>	<b>103</b>	<b>100%</b>

The survey responses regarding the availability of financial resources for implementing effective performance management systems (PMS) at the Tawana Land Board provide significant insights into one of the critical barriers faced by the organization. The data revealed that 5% of respondents strongly agreed, and 30% agreed that there was a lack of financial resources for implementing effective PMS. Conversely, 32% disagreed, and 11% strongly disagreed, indicating that most respondents did not perceive financial constraints as a major issue. Meanwhile, 22% of respondents remained neutral,

suggesting a degree of uncertainty or mixed experiences regarding the availability of economic resources. These findings reflect a diverse range of perceptions among the employees, indicating varied experiences and opinions about the financial support for PMS within the Tawana Land Board. The fact that 35% of respondents either strongly agreed or agreed with the lack of financial resources highlights a significant barrier to the implementation and sustainability of effective PMS.

## Discussion

In light of the existing literature, these findings are consistent with what other scholars have discovered regarding the importance of training in successfully implementing PMS. For instance, Aguinis (2013) emphasized that effective training is crucial for successfully implementing performance management systems. Aguinis argued that without proper training, employees may lack the necessary skills and knowledge to effectively use the PMS, leading to poor performance and dissatisfaction. This lack of exercise can also result in a lack of understanding and buy-in from employees, further hindering the system's effectiveness. Armstrong and Taylor (2014) also highlighted the importance of training in performance management. They noted that training is essential not only for the initial implementation of the system but also for its ongoing maintenance and improvement. According to Armstrong and Taylor, training should cover various aspects of the PMS, including its purpose, processes, and benefits, as well as the specific roles and responsibilities of employees and managers. This comprehensive approach to training ensures that everyone involved in the PMS understands how it works and how to use it effectively.

## Recommendations

**Improve Training Programs:** The Tawana Land Board should invest in comprehensive training programs for employees involved in PMS implementation.

**Enhance Trainer Effectiveness:** Evaluating and improving the effectiveness of trainers responsible for delivering PMS training is crucial.

**Ensure Clear Communication of Performance Objectives:** The Land Board should establish clear, measurable, and well-communicated performance objectives.

**Standardize and Regularize Performance Reviews:** Performance reviews should be conducted regularly and consistently to provide timely employee feedback.

**Increase Management Commitment:** Management must demonstrate a solid commitment to the PMS by actively participating in its implementation and supporting its objectives.

**Allocate Adequate Financial Resources:** Financial constraints can significantly impact implementing and maintaining an effective PMS.

**Address Organizational Challenges:** Identify and address broader challenges affecting PMS implementation, such as resistance to change, organizational culture, and administrative inefficiencies.

**Implement Regular Feedback Mechanisms:** Establish regular feedback mechanisms to gather input from employees about the PMS.

**Promote a Culture of Performance Management:** Foster a culture that values and supports performance management by integrating it into the organization's values and practices.

**Leverage Technology for PMS:** Utilize technology to streamline PMS processes, such as performance tracking, reporting, and feedback.

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