

UNIVERSITY OF KWAZULU-NATAL

**LEADERSHIP DYNAMICS IN FINANCIAL MANAGEMENT FOR EFFECTIVE
PUBLIC SERVICE DELIVERY IN THE MANDENI MUNICIPALITY**

by

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DECLARATION

I, **Bongani Theophilous ZWANE**, declare that:

- (i) The research reported in this dissertation, except where otherwise indicated, is my original research.
- (ii) This dissertation has not been submitted for any degree or examination at any other university.
- (iii) This dissertation does not contain any other person's data, pictures, graphs, or other information, unless specifically acknowledged as being sourced from other persons.
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ABSTRACT

Leadership is one of the key aspects that plays an essential role in ensuring quality governance and effective service delivery in local governments. In the past decades, following the end of apartheid in South Africa, the country has witnessed different policy and legal reforms to foster a viable environment for a thriving democracy and effective governance. This study reflects that, despite the various efforts, the local governments are still marred with different inconsistencies in service delivery, infrastructural development, and the management of funds. Through qualitative interviews, the study explores the influence of leadership in service delivery and the financial sustainability in local governments. Focusing on the Mandeni Municipality as a case study, the research reflects on the challenges affecting sustainable financial services in South African municipalities. It further explores the different types of leadership, skills, and training services that various municipal leaders are exposed to. It then analyses the role of leaders and the quality of the skills possessed in maintaining a financially sustainable municipality and ensuring effective service delivery in the Mandeni Municipality. The findings of this study reveal that a lack of competent leaders as well as corruption and poor management skills are some of the key aspects that affect effect the quality of the service delivery and financial sustainability in South African local governments. Therefore, key recommendations were made. These include, among other factors, the need for the Mandeni Municipality to train its leaders to improve the performance of the organisation. Furthermore, there is a need for the Mandeni Municipality to support its leaders through various ways that include financial and educational support, so that they can improve their skills.

Keywords: Leadership, Local Government, Financial Sustainability, Transformational Leadership, Mandeni Municipality.

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CHAPTER ONE

INTRODUCTION AND OVERVIEW OF THE STUDY

1.1. Introduction

Various South African local governments have been experiencing challenges of financial stress due to irregular, unauthorised, and fruitless expenditure (Auditor-General of RSA, 2012). However, most financial challenges in South Africa have been blamed on the policies of apartheid (Simelane, 2009; Govender & Reddy, 2015). This study aims to determine the influence of leadership in financial management towards effective service delivery in the Mandeni Municipality in the KwaZulu-Natal Province. Leadership is extensively defined by various scholars across literature. It is a continuously evolving concept which has and will always be theorised differently from various perspectives (Isaacs, 2016). Baloyi (2016:12) defines leadership as a process whereby the behaviour of others is directed towards the accomplishment of certain objectives. On the other hand, financial management refers to the preparation of estimates and the compliance to the procedures that guide management such as auditing and tendering. The expenditures and budgets must result in effective performance towards achieving the desired goals (UN Habitat, 2010). One might assume that a combination of good leadership and sound financial management results in effective service delivery in local governments. Therefore, this proposal will present the background, research problem, literature review, key research questions and objectives, rationale and research methodology to be used in the study.

1.2. Background of the Study

The delivery practices of the apartheid government created dysfunctional local service entities and a backlog in basic service delivery in most of the black communities across South Africa. This has created pressure on the democratic government and various local municipalities to manage their performance by undertaking their tasks in an effective, efficient, and economical manner (Gunnas, 2011). However, the process has been met with various challenges and constraints. In an exploration of the challenges affecting municipal service delivery between 1994 and 2013, Modimowabarwa (2013:90) notes that the existence of a local municipality with poor service delivery is, amongst others, a direct consequence or manifestation of municipal capacity constraints, financial viability problems, service delivery protests,

convoluted political processes, corruption, and poor planning as well as monitoring and evaluation challenges. Thus, scholars aim to address the looming challenges in South Africa's service delivery. There is a need to focus on promoting effective leadership and enhancing performance skills and work ethics across public services (Naidoo, 2010; Xolile, 2011; van Antwerpen & Ferreira, 2016).

The local governments are at the apex of development in South Africa. Effective leadership plays a crucial role in facilitating sustainable service delivery and local economic growth. Mthembu (2015:39) outlines that leadership is made up of different tasks and functions. Therefore, no one on earth can be the source of all wisdom and knowledge like role players such as public managers and politicians are expected to be. It is essential to note that local governance across South African municipalities have been facing challenges with an increase in service delivery protests, against incompetent municipalities (Morudu, 2017). As of June 2018, 144 service delivery protests had been recorded in South Africa, with the highest number of protests recorded in the Eastern Cape, Gauteng, Western Cape (15%), and KwaZulu-Natal (14%) (The Citizen, 2018). Considering that KwaZulu-Natal is one of the provinces experiencing numerous municipal service delivery protests at a high rate, this study utilises a selected municipality in KwaZulu-Natal to contextually explore the role leaders can play in bringing about a turnaround and facilitating an effective agency towards financial stability and sustainable service delivery. In South Africa, both internal and external factors influence the financial stability of local government. Local governments of South Africa have been facing a financial crisis to finance public service delivery. Thus, the study sought to explore the roles of leadership in managing these challenges in stabilising the performance of the local municipalities.

1.3. Research Problem/Statement of the Problem

The local governments of South Africa have been facing a financial crisis to finance public service delivery. Semalane (2009:5) states that the local government stands at the apex of municipal service delivery. This means that municipal leadership is responsible for ensuring financial sustainability in several municipalities. The responsibility of a leader is to assess the performance of subordinates and the organisation, whilst, at the same time, influencing citizenship behaviour (Chung-Kai & Chia-Hung, 2009; Paarlberg & Lavigna, 2010).

Therefore, in instances of an unstable global-economic environment, the leaders are anticipated to address customer and societal demands, whilst, at the same time, abiding to the profit-making demands of their shareholders (Dube, 2013).

However, municipal financial crises in South African municipalities can be traced back to the injustices of apartheid. The policies of apartheid developed racial lines which imposed the irregular distribution of financial and infrastructural resources (Semalane, 2009:82). Segregation created more favourable areas to the white population as compared to those which were provided to the black population (Semalane, 2009:82). The black population lived in delineated urban areas where they received substandard services without consultation or discussions, and they were excluded from local government participation (White Paper on Local Government, 1998). According to Semalane (2009:85), the best privileges were reserved for the white population whilst the black population was segregated from economic, social, and political benefits. Despite the efforts by the country to redress the injustices of the apartheid policies, it is important to point out that local government financing remains the greatest challenge in most municipalities of South Africa, given the collapsed infrastructure, service backlog, non-payment and administration inefficiencies and a declining credit worthiness and borrowing capacity (White Paper on Local Government, 1998).

The financial performance report of the Mandeni municipality shows various inconsistencies and poor performance indicators. As of 2017, the municipality has been experiencing low cash coverage and overspending in both operating and cash budget, with over 19 per cent and 104 per cent, respectively (Mandeni Financial Performance, 2018). Local governments are known for the provision of services such as fire and police protection, water and sanitary services, public education, emergency management, road upkeep, and public health (Wallstedt et al., 2014:184). Therefore, understanding the interrelations of the concepts is crucial in interpreting the challenges affecting effective service delivery across the municipalities in South Africa. This ensures a precise understanding of the study in a contextual approach. Moreover, the report shows that the Mandeni Municipality had a zero per cent infrastructure maintenance rate between 2014 and 2017. This is a clear sign which reflects that the municipality has not been engaging in any repairs which means that service delivery has been affected (Mandeni

Financial Performance, 2018). These factors reflect on the issues that have attracted attention towards the conducting of this study.

1.4. Research Question and Hypothesis

With the identified research problems, the study was driven by the interest understand measures that can be engaged to address the identified problems. Thus, the following research question was asked:

Do leadership dynamics have impact towards municipal financial stability?

With the interest to gain understanding of the asked question, the following hypothesis was developed:

Engaging leadership dynamics leads to better municipal financial stability.

1.5. Research Questions

The research aims to answer the following key questions:

- What are the challenges facing the Mandeni Local Municipality, with an emphasis on municipal financing?
- What type of leadership, skills and training services are conducted in the Mandeni Local Municipality?
- What strategic measures are being put in place to promote creativity and development towards boosting financial performance and sustainability?
- What is the role of leadership in facilitating development and financial sustainability in the Mandeni Local Municipality?

1.6. Research Objectives

The study is guided by the following key objectives:

- To explore the challenges facing the Mandeni Local Municipality towards development and financing;
- To evaluate the quality of skills, training, and support services which the Mandeni Local Municipality leaders are exposed to in addressing development and financial challenges;
- To examine the role leadership can play in addressing the development and financial challenges affecting the Mandeni Local Municipality; and

- To provide recommendations on strategies for effective leadership and financial reform in the Mandeni Local Municipality.

1.7. Significance of the Study

The outcomes of this study are critical to reflect on the challenges faced by leaders in their municipalities. These outcomes can be used to reflect on the improvements that are needed to ensure the effectiveness of leaders in facilitating financial stability in their municipalities. Thus, the study contributes towards the efficiency and effective development of public service management across all local governments in KwaZulu-Natal and South Africa at large.

1.8. Rationale of the Study

The purpose of this study is to unpack and explore the role of leadership dynamics in influencing financial stability in South African municipalities. The local governments are at the apex of development in South Africa, and effective leadership plays a crucial role in facilitating sustainable service delivery and local economic growth. It is essential to note that local governance across South African municipalities has been facing challenges with an increase in service delivery protests, against incompetent municipalities (Morudu, 2017). As of June 2018, 144 service delivery protests had been recorded in South Africa, with the highest number of protests recorded in the Eastern Cape, Gauteng, Western Cape (15%), and KwaZulu-Natal (14%) (The Citizen, 2018). Considering that Kwazulu-Natal is one of the provinces experiencing numerous municipal service delivery protests at a high rate, this study utilises a selected municipality in KwaZulu-Natal to contextually explore the role leaders can play in bringing about a turnaround and facilitating an effective agency towards financial stability and sustainable service delivery.

1.9. Literature Review

Leadership is recognised as a crucial tool in ensuring financial sustainability in local governance across literature. This is because leaders play a crucial role in public sector performance (Leslie & Canwell, 2010). Leaders in the public service should display the ability to scrutinise and analyse any environment and outline the reasons of underperformance affecting operations, policy frameworks and effective service delivery (Andersen et al., 2015).

Therefore, it is important to note that if leaders lack such qualities, it affects sustainable governance.

Wiltshire (2018:4) argues that sound leadership is often the most crucial factor in the survival, success, and advancement of any organisation, community, or nation. Thus, leadership goes beyond personal or individual ability but appeals to the institutional capacity which means that leadership must be developed to facilitate the building up of various capacities that can sustain the operation of an institution. Local government leadership consists of people such as politicians (councillors) and public managers who monitor and keep the sustainability of public services overtime (Boliviari et al., 2016). Literature highlights that local and municipal leaders play a crucial role in the effective governance of any local municipality in South Africa (SALGA, 2015). Wallstedt et al. (2014) note that municipal size and its organisational structure, including the changes in the municipality's political majority, influence the financial sustainability thereof. The relationship between local governments and financial sustainability, as their role or ability to function, depends on funding.

Challenges Affecting Effective Service Delivery in South African Municipalities

There are various factors affecting the effective functioning of local governance in South Africa today. Firstly, these challenging factors are the residue of the historic apartheid systems and structures that were unjust. Secondly, there are the poor municipal performances in the post-apartheid era. Govender and Reddy (2015) note that the democratic South Africa has been experiencing deleterious failures in the local government sector due to structural, governance and capacity challenges. Evidence shows that municipalities across South Africa are backlogged in service delivery due to poor financial management, service delivery protests, intra- and inter-political party issues affecting governance and delivery, a lack of skills leading to inadequate municipal capacity, fraud and corruption, weak civil society formations, and poor communication and communication relationships with municipalities (Govender & Reddy, 2015; SALGA, 2015). These problems can be dominantly attributed to the failure of effective local governance in post-apartheid South Africa. Hence, it is the aim of this study to determine the role of the post-apartheid leadership in ensuring sustainability towards service delivery and financial stability of a selected municipality.

1.10. Study Focus Area: Mandeni Municipality

This study was conducted in the Mandeni Local Municipality. The Mandeni Local Municipality is one of the four local municipalities under the iLembe District Municipality. The Mandeni Municipality was previously known as the eNdondakusuka Local Municipality. The Mandeni Municipality includes areas from the Amatikulu River to a line just south of Mthunzini in the north, and to a line south of the Thukela River. The local municipality is the smallest one among the four municipalities which make up the district. The municipality covers an area of 545 km² and is in the iLembe District in the KwaZulu-Natal Province. The Mandeni Local Municipality is located between Durban and Richards Bay and is connected through the railway and road transport routes which link the two economic hubs. The construction of the new Dube Trade Port and King Shaka International Airport has much economic, social and employment implications for the municipality because of its location. The Mandeni municipality has four rural settlements, namely, Hlomendlini, Macambini, Mathonsi and Ndulinde, which are each under an Inkosi. The local municipality also has intensive urban settlements which are separated by their development. The economic sectors are distributed as the following: manufacturing (37%), finance, insurance, real estate, and business services (29%), wholesale and retail trade, catering, and accommodation (19%), transport (5%), agriculture (4%) and general government (4%) (Mandeni Local Municipality IDP, 2012-2017).

Figure 1.1 MAP OF THE ILEMBE DISTRICT WHERE THE MANDENI MUNICIPALITY IS LOCATED



Source: Adapted from Khambule (2015:5)

1.11. Research Methodology

This study focused on the relationship between leadership and financial performance in developing quality service delivery in local governments. Thus, it made use of a case research design. A case study approach helps in narrowing the scope of the study to contextualise the research for a detailed exploration of facts. According to Yin (2009), a case study provides a framework for explanatory research that occurs in real-life settings. This is because a case study approach is specific and contextualises the study to a specific area which saves time and resources given that the study must be completed in a limited space of time with very few resources.

The study adopted a quantitative research strategy which includes the use of numeric and graphical presentation to respond to the specific research questions of the study (Teddlie & Yu, 2001). The sampling for the quantitative surveys involved the employees of the Mandeni Municipality to understand the financial challenges and trend of leadership skills. The target population in this case was the Mandeni Local Municipality employees (around 234 in total) (Mandeni Local Municipality IDP, 2012-2017). The sample of this population included municipal managers and administrators, councillors, and ward committees who will be purposively sampled as municipal and community leaders. More so, convenient sampling was used to engage participants that were accessible. Chenoweth (2014) notes that quantitative research requires at least a third of the entire research population for sampling. Therefore, a survey was conducted with 80 respondents that work at the Mandeni Municipality. The gathered data was analysed using SPSS Version 25, generating descriptive statistics in the form of tables and graphs on the frequencies and descriptive statistics of the responses that were given. A thematic discussion of the presented results follows to provide a detailed analysis of the study findings.

1.12. Limitations of the Study

One of the biggest limitations that affected the initial plan of this research study was the Covid-19 pandemic. The researcher intended to conduct a mixed-methods research. The researcher had managed to conduct quantitative surveys by the end of 2019 and intended to conduct the qualitative interviews after analysing the quantitative data. However, the events that emerged following the global pandemic, which resulted in a total lockdown in South Africa and other

countries abroad, affected the qualitative interviews that the researcher had scheduled for April 2020. The efforts to organise online or telephonic interviews were fruitless, as most of the potential participants were very uncomfortable to discuss the issues via telephone or any online platform. Due to the limited timeframe awarded towards the completion of this study, the researcher had to change the methodology from a mixed-methods approach to a quantitative study. Some of the limitations included transport costs for the researcher to travel to the Mandeni Municipality.

1.13. Structure of the Dissertation

The structure of this study is as follows:

Chapter 1: Introduction and Overview of the Study

This chapter introduces the reader to the study and the objectives of the research.

Chapter 2: Understanding Key Concepts and Theoretical Framework

The chapter unpacks the key study concepts that were used to frame the thinking of the study. It discusses the key theories relevant to the study.

Chapter 3: Literature Review

The literature aligned to the key objectives of the study will be reviewed in this chapter.

Chapter 4: Research Methodology

This chapter will outline the research design and methodology that will be used in the study.

Chapter 5: Data Analysis and Interpretation

The results of the study will be presented, analysed, and discussed in this chapter.

Chapter 6: Conclusion and Recommendations

This chapter will present the conclusions and recommendations of the study.

1.14. Chapter Summary

The chapter discussed the key ideas and perspectives that shaped the development of this study. It highlighted the background, research problem, key study objectives, research questions,

contribution and rationale of the study. It provided a detailed background of where the study was conducted and provided a brief methodological insight on how the study was carried out. The next chapter discusses the key study concepts and the theoretical guidelines that were used in conducting the study.

CHAPTER TWO

UNDERSTANDING KEY CONCEPTS AND THEORETICAL FRAMEWORK

2.1. Introduction

In every research study, it is important to understand the key terms and words that are essential in guiding the interpretation and development of the research. Reflecting and discussing the key concepts help in developing the right interpretation. Sequiera (2014) posits that it helps to break and convert research thoughts and ideas in way that allows users to develop and reach an agreement. This process was critical in this study to provide detailed insight on the issues surrounding municipal leadership and management in the South African context. Thus, an exploration of ideas and the definitions of terms were crucial to help conceptualise and position arguments and to interpret theories that help to address the key study questions and objectives. Through exploring details across literature, this chapter discusses key study concepts and the theoretical framework.

Firstly, the chapter provides a detailed understanding of the concept of leadership. It reflects on the debates around defining leadership and presents the dominant leadership theories and the types of leadership styles that are often used to understand leadership across studies. Secondly, the chapter discusses financial stability, and how it is defined and understood across existing studies. Understanding financial stability is crucial in the context of South African local government, as it helps to establish the future management and resourcing of each municipality (Reddy, 2016). Thirdly, local government is defined and discussed in connection with the global understanding thereof and the South African context. Finally, the chapter unpacks and discusses the transformational leadership theory as the main theoretical framework guiding the thinking and argument of the study.

Theories are the lenses used in reflecting the thinking pattern used in conducting research. Understanding these concepts is crucial in ensuring a precise interpretation of the study in a contextual approach. Therefore, the chapter discusses the key concepts and outlines the different theories on leadership as discussed below.

2.2. Leadership

Leadership is one of the key concepts that is difficult to define and there are many different concepts which have been used trying to do so. There is no consensus on the definition of leadership. Therefore, the list of definitions is continuous. It is a continuously evolving concept which has and will always be theorised differently from various perspectives (Isaacs, 2016). There are many diverse opinions to understanding how leadership is conceptualised. Leadership theories are some of the key aspects which have been used to establish characteristics that differentiate leaders from non-leaders. Most research studies today have moved from ‘traditional trait’ or ‘personality grounded’ theories to a situational theory which commands that the situation in which leadership is exercised is determined by the leadership skills and characteristics of the leader (Avolio, Walumba & Weber, 2009). All contemporary theories can fall under one of the following three perspectives: leadership as a process or relationship, leadership as a combination of traits or personality characteristics, or leadership as certain behaviours or, as they are commonly referred to, leadership skills. With this understanding, there are both theoretical and behavioural definitions of leadership that were explored in this study.

2.2.1. Leadership Defined

Academic research and scholars have given us different definitions of leadership and their perspectives in the managing and administration of organisations. Khan, Khan, Qureshi, Ismail, Latif and Tahir (2015: 87) argue that leadership often involves “aligning people towards common goals and empowering them to take the actions needed to reach them”. They reflect leadership as position of influence where one guides an individual or group towards achieving certain goals (Khan et al., 2015).

Studies describe that the works of leadership often involve management processes as well (Sharma and Jain, 2013; Khan et al., 2015; Muteswa, 2016). Khan, Nawaz and Khan (2016) argue that leadership is being dominated by different theories, namely, ‘great man’ leadership theories, group leadership which focuses on facilitative leadership processes, psychologists’ theories which focus on trait leadership, and political scientists’ theories which focus on behavioural leadership.

Baloyi (2016:12) defines leadership as a process whereby the behaviour of others is directed “towards the accomplishment of certain objectives”. Hao and Yazdanifard (2015:2) regard

leadership as “the ability to influence a group of employees’ values, beliefs, attitudes and behavior”. Leadership might be traditional, political, academic, or institutional. It involves various elements which include motivating and influencing people, giving orders, managing conflict, communicating, and making decisions, and guiding subordinates as individuals or as a group (Ingram, 2016; Khan et al., 2016). Chua, Basit and Hassan (2018) define leadership as the position and office of a leader which implies that leadership holds a special position in the management of organisational activities and administration. Leadership has also been defined as a bundle of traits and an ability to lead.

Leadership is also defined as those who articulate and negotiate values in an institution to shape and justify behaviour (Hao and Yazdanifard, 2015). Leadership is one or more people who select, equip and train one or more followers who have diverse gifts to offer the organisation’s mission and objectives. Muteswa (2016) presents leadership as an influence over individuals who willingly participate with enthusiasm in fulfilling the goals of the group or organisation they are working for. In this instance, leadership is understood as an outcome of influence, not coercion. Thus, it is important to note the difference in understanding of leadership. For instance, there is often a confusion of leadership as management. Scholars such as Khan et al., (2016), Muteswa (2016), and Hao and Yazdanifard (2015) clarifies that though leadership utilises management skills, it relies more on various personal qualities that seek to serve which include integrity, honesty, humility, courage, commitment, sincerity, passion, confidence, a positive attitude, wisdom, determination, compassion and sensitivity. Leadership achieves this by humbling themselves in conveying a prophetic vision of the future in such a way that it is understandable to the followers’ values and beliefs, so that the followers can interpret the past and the present and where they want to be as stated in the vision and mission of the organisation.

Khan et al. (2016) define leadership as the relationship that exists between an individual and a group sharing a common goal or interest. The group, most likely, behaves in a way that is influenced or directed by the one who is in the leadership role post. When leadership is viewed as an existence of a mutual relationship between an individual and a group sharing common objectives, the definition given by Chua, Bassit and Hassan (2018) seems apt, namely, that leadership is an administrative process that involves directing the affairs and actions of others. It is essential to note that leadership goes beyond personal or individual ability but also appeals

to institutional capacity, meaning that leadership must be developed to facilitate the building up of various capacities that can sustain the operation of an institution. To confirm this, Wiltshire (2018:4) argue that “sound leadership is often the most crucial factor in the survival, success, and advancement of any organisation, community, or nation.” This study regards leadership as a transformational role that can be utilised to provide high level satisfaction, and effective, efficient, and higher quality public service delivery in a more sustainable manner.

According to Ingram (2016), leadership is centred on power, people, and goals. The latter view ascertains that leadership is about persuading people to do what the leader requires of them while simultaneously reassuring them to acquire new skills and proficiency to set out their objectives for completion. They debate that the word ‘leadership’ is used in two ways in everyday conversation to refer to the practice of moving a group of people in some direction through mostly noncoercive means and to denote to people who are in roles where leadership is expected. Hao and Yazdanifard (2015) support that the most efficient leader is the one who can lead others to lead themselves. Leaders should maximise the contributions of their subordinates by helping them to guide their own careers effectively. Sashkin (2013) asserts that the art of leadership is the divine will of the group, not to captivate the organisation with the leader’s charisma.

Apart from these given definitions, there are also other important leadership styles and theoretical ideas that help to understand the behavioural patterns that have been used to conceptualise leadership. These were also explored and discussed to help shape the arguments and understanding of the study. Thus, the next section discusses the types of leadership styles.

2.2.2. Leadership Styles

There are different types of leadership styles that are identified across literature. Identifying and understanding these styles was important in conceptualising leadership in this study. This is because a person’s leadership style is considered to have some impact on the leader’s personality as well as those in his/her team towards achieving their goals (Pownall, 2010). The five dominant types of leadership styles identified across literature (Amanchukwu, Stanley & Olobube, 2015; Khan et al., 2015; Pownall, 2010) include autocratic leadership, democratic leadership, bureaucratic leadership, laissez-faire leadership, and charismatic leadership.

Autocratic Leadership

Autocratic leaders have complete or absolute power over their staff or subjects. They often lead with very little or no consultation with their staff or team members. This means that there is very limited opportunity for staff and team members to contribute positively and make suggestions, despite their best interests, towards the welfare of the team or the organisation. This type of leadership is highly resented. However, it is considered best in crisis management where quick decisions must be made without delay.

Democratic Leadership

Democratic leadership processes are inclusive in their approach. Democratic leaders make decisions out of deliberative suggestions from their team members. As a result, the democratic leadership is associated with ‘man’ benefits which include high job satisfaction by team members. It allows skills development among employees and ensures a high output of productivity and creates a motivating environment. However, despite the positive contributions of democratic leadership, it falls short in crisis situations that demand timeous decisions.

Bureaucratic Leadership

Bureaucratic leadership depends on structures and the rigorous following of rules. Bureaucratic leaders rely heavily on procedures, policies, and regulations in leading their teams to execute their goals. Hence, all the management processes are done “by the book”. Khan et al. (2015) posits that in situations whereby there are no procedures on how specific issues should be addressed, the leaders must refer to those in more senior positions. This means that bureaucratic leadership reduces the role of the leader to more of gatekeeping or monitoring than leading. Thus, they enforce rules. The style is effective in environments where routines are used in performing tasks. However, it draws critical challenges in organisational environments that require creativity, innovation, and flexibility (Santrock, 2007).

Laissez-Faire Leadership

Laissez-faire leadership is referred to as the “hands-off” style (Khan et al., 2015). Scholars argue that it consists of both the best and worst leadership styles since leaders might allow their subordinates to work and make decisions on their own (Chaudhry & Javed, 2012; Goodnight, 2011). Laissez-faire leaders provide advice and resources to their subordinates but are not

directly involved in the execution process of the work. It has the advantage of giving the participants autonomy, however, the consequences might be damaging if the team fails to meet to manage their time and fulfil the deadlines.

Charismatic Leadership

The concept of charismatic leadership can be traced back to the 1970s and 1980s. It highlights a charismatic leader as someone who has personal qualities that inspire, attract and influence followers (Carasco-Saul et al., 2015). It is often called the transformational leadership style because it utilises energetic motivation and eager inspiration among employees or followers to execute their duties with excitement and commitment. However, the downside of charismatic leadership is that more confidence is placed in the leaders than the employees. In some cases, charismatic leaders might end up thinking that they do not make mistakes and feel invincible which might ruin the team or organisation.

2.2.3. Understanding Leadership Theories

There are different scholarly articles on leadership theories which have increasingly and significantly detailed the relevance of shaping leadership in the 21st Century (Cherry, 2019; Khan, Nawal & Khan, 2016). In the more prominent leadership theories, there exists an opinion that leadership is a practice that encompasses influence with a group of people towards the understanding of goals (Wolinski, 2010). There are seven major theories which are fixated on the qualities that differentiate leaders from followers. They include the ‘great man’ theory, trait theory, contingency theory (situational), style and behaviour theory, process leadership theory, transactional theory, and transformational theory. Understanding these leadership theories was essential in helping to define leadership and better understand the relevant and important traits expected to improve local government leadership and its performance towards financial sustainability and effective service delivery.

“Great Man” Theory

‘Great man’ theorists argue that some individuals are born with leadership qualities. The theory assumes that the aptitude for leadership is intrinsic, “that great leaders are born, not made” (Amanchukwu et al., 2015:8). The ‘great man’ theory describes leaders as gallant, mythological and predestined to rise as a response to the natural and most opportune time of

need for leadership. Therefore, leadership, in this case, is often associated with heroism and was developed through a close study of influential heroes who were male and mostly related to military leadership.

Trait Theory

The trait theory was developed around the 1930s and 1940s by an American psychologist, Dr Gordon Allport. Just like the ‘great man’ theory, the trait theorists posit an understanding that when one is born, they inherit certain leadership traits that shape them to be better leaders. Amanchukwu, Stanley and Ololube (2015) explain that the trait theory traces and identifies behavioural or personal characteristics that demonstrate leadership. Debates have since emerged to challenge the credibility of these theories in situations where the identified key features of leaders or leadership are also evident in people who are not leaders. These debates identified inconsistencies in establishing a close relationship between leadership traits and leadership. Thus, it has resulted in scholars exploring new models that can help in clarifying the values of effective leadership (Amanchukwu et al., 2015).

Contingency Theory

The contingency theory is often associated with organisational or work situation leadership. This means that the leadership style or approach under this theory is based on the contingency factor. Contingency leadership theories consider the environmental conditions and demands to ascertain the relevant leadership style required in addressing the situation. According to Cherry (2019), each work situation is unique. Therefore, each situation requires its own leadership style to ensure success. Lamb (2013) clarifies the contingency theory as the quality of effective leadership which is determined by the astute qualities and style demonstrated by the leader in addressing the demands of a certain situation.

Style and Behaviour Theory

While the ‘great man’ theory believes that “great leaders are born, not made”, the behavioural theory believes that “great leaders are made, not born”. The behavioural theory focuses on the values of one’s actions in determining their leadership qualities. The theory is not limited to or biased towards intellectual capacity to determine one’s leadership ability. It argues that leadership can be learnt through observation and training. The analogy of the autocratic and democratic leadership styles has been used to help explain the different behavioural

performances of leaders and their impact. Autocratic leaders are often associated with hostile leadership qualities which result in group members being unhappy. Democratic leadership commands are more collaborative. It includes harmonious interactions between leaders and group members.

Process Leadership Theory

The process leadership theory involves a range of leadership theories which include participative and skills learning organisations, charismatic leadership and many other emerging theories in the 21st Century. It acknowledges the value of service towards others. Thus, it considers leadership to be a social responsibility vehicle for facilitating service for the benefit of others. For instance, a servant or participative leader seeks to involve others in decision-making and to improve collaboration amongst organisational workers (Lamb, 2013). Instead of delegating everything, the leader also plays an active role working with the group members towards achieving the desired goal.

Transactional Theory

The transactional theory is also referred to as the management theory. This theory is used in institutional settings whereby there are supervision matters, organisational management and group performances (Cherry, 2019). The theory focuses on the transactions that take place between leaders and followers. Hence, leaders have the responsibility of creating systems for reward or punishment and structures that facilitate the roles of followers in meeting the desired expectations (Cherry, 2019; Lamb, 2019). The transactional theory is prominent and remains highly relevant, since it outlines the different practices of management, shapes leadership roles and guides organisational structures.

Transformational Theory

The transformational theory is also referred to as the relationship theory, as it focuses on understanding the connections that exist between leaders and followers. It intends to provide detailed procedures on how a connection that yields maximum performance, motivation and morality can be established between leaders and followers. The qualities of leadership styles that are often associated with transformational leaders are charismatic and reflect on the impact of leadership roles in motivating positive participation amongst group members towards

achieving the desired results. Cherry (2019) notes that transformational leaders are confident and demonstrate high ethical and moral standing.

2.2.4. Leadership Context in South Africa's Local Governments

The democratic South Africa has since thrived to provide effective leadership towards equal and sustainable practices in public service delivery to address the inequalities and racialised development scars of apartheid. Despite these desired interests, the evident failures towards effective service delivery in different local governments across the country have been directly linked to leadership challenges (Naidoo & Xollie, 2011; Wegner, 2018). Scholars argue that South Africa's local governance has been increasingly tainted by unethical and unaccountable leadership which often manifests in the form of mal-administration and corruption (Reddy, 2016; Sebola, 2015; Wegner, 2018). It is of paramount importance to link all the leadership definitions to South African contexts. For instance, Goshi (2001) states that the inclination of the South African local governance is to utilise any leadership definitions that come along the way, only to find a short while later that there is a better one available.

Political leadership is at the helm of local government development and growth in South Africa. Thus, the ideal leadership approach that helps to understand the ideal context involves an influential relationship between the leader(s) and the local people who share a purpose to effect real change (Daft, 2011). Local chronicles and frameworks are vital when selecting a leadership framework for public service organisation. The leader, admirers, status quo, values, ethics, cultural factors, and task are all important contributing factors within the leadership framework of the South African public service.

Naidoo and Xollie (2011) argue that leadership in South Africa's local government is often linked to successful and sustainable performance in service delivery. The leaders are expected to provide a clear service delivery vision and effective approaches and identify partnerships that should encourage the local communities to engage and enthusiastically contribute to the achievement of the aims and objectives of municipal development and growth. However, as evident across literature, the effectiveness of the leadership in different South African municipalities has been weighed and found to be wanting (Naidoo & Xollie, 2011; Sebola, 2015; Sefara, 2014; Wegner, 2018). Understanding leadership was essential for this study. Hence, a detailed exploration of the concept was provided. It was recognised as a crucial tool in ensuring financial sustainability in local governments.

2.3. Financial Stability

Financial stability is an essential policy objective of upholding monetary steadiness if we want economic growth and stability to be unrelenting. Financial stability is a topic which is still in its infancy. It is debatable whether financial stability can be defined as the unavailability of institutions or through private separable actions and unfettered market forces alone.

There is no prevalent agreement on a suitable definition of financial stability. Many of the definitions of financial stability have been about sources of financial instability. Adrian and Liang (2018) considers financial instability as the shocks to a financial system interfering with the information flow, so that the financial system can no longer do its job of channelling funds to those with productive investment opportunities.

Financial stability is a state in which an economy's apparatus for pricing, allocating and managing financial risks like credit market and liquidity are sufficiently functioning to contribute to the performance of the economy (Siddik and Kabiraj, 2018). Financial sustainability is defined as the long-term management of financial requirements and financial risks and shocks (Osazefua, 2019). Wallstedt et al. (2014:185) state that financial sustainability "presupposes the maintenance of commitments, thus, negative revenue trends need to be countered with expenditure measures in order to achieve financial sustainability". Financial sustainability is further explained as the provision and development of products that meet client needs whilst providing financial services which cover all its costs (Mutinda and Ngahu, 2016; Osazefua, 2019). The term is also seen as the capability of avoiding fiscal and financial distress. Scholars such as Honadle (2003) cited in Wallstedt et al. (2014) have written about the roles of financial sustainability as a function of government funding.

According to the financial stability report by Liechtenstein Financial Market Authority (FMA) (2018), financial stability always presents broad ideas and different definitions, surrounding the different facets of the financial system's infrastructure, institutions, and markets. This is where the financial system can endure shocks without giving way to cumulative processes which impair the processing of payments in the economy. Because of the interlinkages between those mechanisms, any disturbances in one component can affect the general stability, requiring a systematic outlook.

Notably, financial stability is important for the development of relevant analytical tools as well as for the design of policy and operational frameworks, including relevant policy framework benchmarks (Adrian and Liang, 2018; FMA, 2018). However, as mentioned earlier, defining financial stability is, so far, the most difficult task to develop a universal answer.

Different scholars have come up with many definitions to define financial stability but all of them seem to disagree to have a generally accepted definition. There are two schools of thought when defining financial stability. There are writers who favour to define financial instability and writers who prefer to define stability.

According to the financial stability report by the Central Bank of Trinidad and Tobago (2018), financial stability generally describes a stable state in which the financial system efficiently performs its key economic purposes such as allocating resources and spreading risks as well as settling expenditures and can do so even in the event of shocks, stressful situations, and periods of structural changes. Though there are some arguments on financial instability as shocks to a financial system flow, proposing that financial stability rises when shocks cause disturbances to the flow of information (Verona, Martins, and Drumond, 2017). It is essential to note that, since information botches pervade all financial transactions, even without shocks, it is better to understand this definition in terms of shocks acting to exacerbate the existing information irregularity up to the point where normal financial intermediation ceases.

FMA (2018) highlights how financial stability is also presented as a summary in a solitary quantity factor. With price stability, for example, there is an unequivocal unit of measurement for financial stability. This reflects the multi-faceted nature of financial stability and pliability of financial institutions regarding the smooth operation of the financial markets and settlement systems.

Adrian and Liang (2018), contends that a clear importance of financial stability is significant for the growth of relevant analytical tools and the design of strategy and operational frameworks vital for economic policy frameworks. They reflect how financial instability always has major adverse effects on the economy and fostering financial stability is tantamount to managing systematic risk. Although Davis (2001) opposes that episodes of asset price volatility should be excluded from financial stability definitions, Siddik and Kabiraj (2018) acknowledged that systematic risk may be established in the form of the failure of the market, liquidity, and a breakdown of market infrastructure as a way of measuring financial stability.

Most scholars argue that financial stability could be agreed upon by considering its absence which is financial instability (Adrian and Liang, 2018; Siddik and Kabiraj, 2018). These scholars point out that financial instability summarises several diverse kinds of negative shocks, ranging from banking crises to stock market crashes. Hence, different forms of instability affect different parts of the financial system and may also differ in their consequences.

Adrian and Liang (2018) notes that financial markets are characterised by constant changes in the prices of all which do not qualify as financial instability. Therefore, they proposed that financial instability should be viewed in terms of the potential impact of changes in financial conditions on the real economy. Bolivar et al. (2016:29) have written about the factors influencing the financial sustainability of South African local governments. They argue that the sustainability of a government is measured by the government's ability to deliver services to the public (Bolivar et al. 2016). Claesen and Kocks (2016) stipulate that 60 per cent of the local municipalities in South Africa are not financially stable. Financial sustainability, in this study, is understood as the ability of a municipal institution to sustainably provide efficient and higher quality service delivery. According to IFAC (2012), cited in Bolivar et al. (2016), the income statement is the government's financial report that is crucial in evaluating the financial sustainability of public administrations. Two stages, namely, operational sustainability and financial self-sufficiency, are used to measure financial sustainability (Kinde, 2016). Claesen and Kocks (2016:1) clarify the importance of financial sustainability in ensuring local government development in the long-term, as they argue that "financial governance of a municipality is therefore paramount in ensuring long-term sustainability - which is the cornerstone of service delivery". This is evidenced by the economic and financial crisis in public administrations, for instance, which is a burden on the financial sustainability of local governments. Therefore, it is stressed that financial sustainability is linked to the performance of leadership who have the responsibility of ensuring sound decisions and initiatives in local governments, in this case (Claesen & Kocks 2016:1).

2.4. Local Government

Local government establishments have come to play an imperative role, not only in upholding the self-governing values, but also by accelerating the pace of development. Local government

delivers amenities and services which are essential for the convenience, healthy living, and well-being of individuals and the community.

Sebola (2015:4) defines local government as “as that sphere of government closest to its constituents and involved in rendering a wide range of services that materially affect the lives of the inhabitants residing within its area of jurisdiction .” Local governments are known for the provision of services such as fire and police protection, water and sanitary services, public education, emergency management, road upkeep and public health (Wallstedt et al. 2014: 184). Wallstedt et al. (2014) further note that municipal size and its organisational structure, including the changes in the municipality’s political majority, influence financial sustainability. Therefore, Sikander (2015) emphasises the relationship between local governments and financial sustainability, as their role or ability to function depends on funding. Local government leadership consists of people such as politicians (councillors) and public managers who monitor and uphold the sustainability of public services overtime (Boliviar et al. 2016).

According to Sebola (2015), local government is an establishment which pacts with matters concerning the societies living in the locality. It represents the microscopic well-being of the locality leading to the broader idea of the welfare and pleasure to its people. The higher ranks of government like parliament resolve the matters to be of local significance, whereas they are implemented by provincial governments. However, local government should be managed by local bodies which are well-ordered by the central government.

It is not easy to define local government. Local government can also be defined as the government by commonly elected bodies charged with administrative and executive duties in matters concerning the inhabitants of a particular district or place and vested with the powers to make byelaws for their guidance. Local government has been defined from various angles and other scholars have defined it as an authority within a restricted area of the state (Sikander, 2015).

Local government is part of the whole government of a country or state which is controlled by an authority’s subordinate to the state authority but is elected independently of the control by the state authority by the qualified persons resident or having properties in certain localities which have been formed by communities having common interests (Sebola, 2015; Sikander, 2015). However, some scholars have given us dissimilar definitions of local government, for instance, Gomme (1987) seems to underscore independence whilst local governments are not

independent of central government control. Local governments enjoy only relative independence due to the division of responsibilities for services between state and local government. It should be noted that the division of responsibilities is a political or policy issue (Political Science, 2018).

Sikander (2015) further argues that not all local governments provide an opportunity for effective citizen participation. Local governments in the context of South Africa are viewed as the connections and interactions between national, provincial, and municipal spheres of government and the public they serve (Sebola, 2015). Regular connections between various authorities on all levels of government promote responsiveness and encourage responsibility with the aim of improving service delivery. The Constitution of the Republic of South Africa of 1996, under Section 152, recognises the objectives of local government as “to provide services to communities in a sustainable manner, to promote social and economic development, to promote a safe and healthy environment, and to encourage the involvement of communities and community organisations in the matters of local government” (Nkwana 2012: 156). Councillors as political leaders have the duty of ensuring that the objectives of municipal governments are fulfilled (Nkwana 2012; Claesen & Kocks 2016). The White Paper on Local Government of 1998, as indicated by the SA Constitution (1996), emphasised the critical need for local governments to actively assume the developmental role. Nkwana (2012) emphasises that the developmental role of a municipality demands political leaders to actively create opportunities that facilitate growth within the community and ensures regular elections.

In some cases it is not vital to include democracy as an essential element of local government, as a local government can exist without being democratic in the same way that a national government can exist without being democratic. For instance, a government brought into power through a coup d'état may be called repressive and undemocratic. It is possible to refer to an undemocratic local government. Therefore, this study explores and engages how effective and efficient leadership can be promoted in democratic local governments to facilitate sustainable development.

2.5. Theoretical Lens of Transformational Leadership

The theory that was used in this study is the transformational leadership theory. Theories are ideas that clarify how certain processes work. According to Kwadwo (2010), a theory may

have prescriptive power that can generate suggestions concerning the future action as well as explanatory and analytical power. Theories also seek to understand, explain and predict administrative or political phenomena.

This study regards leadership as a transformational role that can be utilised to provide high level satisfaction and effective, efficient, and higher quality public service delivery in a more sustainable manner (Wart 2003). Transformational leadership is argued across literature to demonstrate a capacity for facilitating positive financial performance in industries and governance alike (Flanigan et al., 2017; Strukan, Nikolić & Sefić, 2017; Mutahar et al., 2015; Isaacs 2016). Transformational leadership was first noted by James MacGregor Burns in 1978. Flanigan et al. (2017:4) cite Burns (1978) and describe transformational leaders as those who build strong teams by empowering their followers and inspiring these followers to achieve their own personal goals, and in doing so, help the entire organisation achieve overall success. At the core of transformational leadership is creating the environment where the leaders and followers can actively interact and help each other in promoting and maintaining a high level of morale and motivation in developing the vision and goals of the organisation (Burns, 1978). This theory will allow this study to reflect if the Mandeni local government creates an environment where political leaders, managers, employees, and residents of the Mandeni local government interface to identify their goals and purpose, and measures to promote the capacity and self-growth in transforming the challenges faced.

About 60 per cent of South Africa's key local municipalities are said to be in deep financial crisis (Claassen & Kocks, 2016). To address this financial deficit in the municipalities, there is a need of various structural changes to improve the approaches to financial management and leadership. Therefore, transformational leadership can help in reaching satisfaction by addressing the challenges faced in the municipality through appealing to the motivation, morality and ethical aspirations of leaders and followers (Antonakis, 2012:263). Claassen and Kocks (2016:5) argue that, in many cases, the differentiating factors between financially stable municipalities compared with weak ones are the skill levels, experience, financial discipline and quality of management under the sound governance guidance of the political leadership at a municipal level.

2.5.1. Transformational Leaders

Leadership roles in local governments must ensure the effective, efficient, and economical delivery of public services (Nkwana, 2012). Therefore, councillors who are the main custodians of public service delivery as the political leaders need proper leadership development to ensure decisive and sound governance to map necessary strategies and recommendations that are key in effective financial sustainability (Nkwana, 2012; Claassen & Kocks, 2016). To reflect on these desired leadership qualities and outcomes, the study will reflect on the four elements of transformational leadership identified across literature which include individualised consideration, intellectual stimulation, inspirational motivation, and idealised influence. Antonakis (2012) regards these elements as the emotional components of leadership, as they reflect on the behavioural issues that are important in promoting effective leadership.

The transformational leadership theory distinguishes itself from the rest of the previous and contemporary theories based on its alignment to the greater good, as it entails the involvement of the followers in the process or activities related to the personal factors towards the organisation and a course that will yield a certain superior social dividend. The transformational leaders raise the motivation and morality of both the follower and the leader (Li, Zhan and Lu, 2016).

It is considered that the transformational leaders engage in interactions with followers based on common values, beliefs, and goals. This impacts the performance leading to the attainment of a goal. Korejan and Shahbazistates (2016) that the transformational leader attempts to induce followers to reorder their needs by transcending self-interests and striving for a higher order needs theory. Transformational leadership is a course that changes and an approach that targets beliefs, values and attitudes that enlighten leaders' practices and capacity to lead a change.

The transformational leadership theory states that followers and leaders set aside personal interests for the benefit of the group. The leader is then asked to focus on the followers' needs and inputs to transform everyone into a leader by empowering and motivating them (Alqatawenh, 2018). Emphasis from the previously defined leadership theories, the ethical extends of leadership further differentiate transformational leadership. The transformational leaders are considered by their capacity to identify the need for change, gain the agreement and commitment of others, create a vision that creates change and embed a change (Korejan and Shahbazistates, 2016). These types of leaders treat subordinates individually and pursue to

develop their consciousness, morals, and skills by providing significance to their work and challenges. These leaders produce an appearance of convincing and encouraging the vision of the future. They are visionary leaders who seek to appeal to their followers' better nature and move them toward higher and more. Therefore, it was essential for this study to understand the skills levels, development, experiences, and quality of the leadership they are utilising to assess and recommend effective management strategies that can boost the municipal performances from a financial perspective. The next section discusses how transformational leadership model was used to understand the research discussions.

2.5.2. Transformational Leadership Theory Model

The theory underpinning this study is the transformational leadership theory. This theory proposes how transformational leaders can be measured as well as how it impacts follower motivation and performance (Korejan and Shahbazistates, 2016). The extent to which a leader is transformational is measured first in terms of his/her influence on the followers. The followers of such a leader feel trust, admiration, loyalty, and respect for the leader. Because of the qualities of the transformational leader, they are willing to work harder than originally expected (Alqatawenh, 2018). These outcomes occur because the transformational leader offers followers something more than just working for self-gain. They provide workers with an inspiring mission and vision and give them an identity (Li et al., 2016).

The leader transforms and motivates followers through his/her idealised influence, intellectual stimulation, and individual consideration. In addition, this leader inspires followers to engage with new and exceptional ways to challenge the 'status quo' and to change the environment to support being prosperous. Leadership roles in local governments must ensure the effective, efficient, and economical delivery of public services (Nkwana 2012). Therefore, councillors who are the main custodians of public service delivery as the political leaders need proper leadership development to ensure decisive and sound governance to map necessary strategies and recommendations that are key in effective financial sustainability (Nkwana 2012; Claassen & Kocks 2016). To reflect on these desired leadership qualities and outcomes, the study will reflect on the four variables of transformational leadership identified across literature. Antonakis (2012) regards these elements as the emotional components of leadership, as they reflect on the behavioural issues that are important in promoting effective leadership. The basic four variables of the transformational leadership theory are presented and explained in a Figure 2.1. below.

Figure 2.1 Theoretical Constructs of Transformational Leadership



Source: Bass and Avolio (1994)

The first construct 'idealised influence' undertakes the role of leadership that offers a role for high ethical behaviour, inspires pride and gains respect and trust. As a growth tool, transformational leadership has spread in all segments of the western societies, including governmental organisations (Korejan and Shahbazistates, 2016). Idealised influence was, at one point, referred to as charisma, however, the latter's association with idolised worship distances it from the appeal of the former which "shifts goals [of followers] away from personal safety and security toward achievement, self-actualisation, and the greater good" (Bass, 1998:41). Idealised leaders gather and focus the capacity of the followers towards fulfilling the group goals. Antonakis (2012) outlines how various international organisations and governments have adopted and utilised idealised influence in transforming leadership approaches in fulfilling their goals with effect. The value and importance of idealised leadership is not only in the role model, vision, and purpose it presents but in the ethical and moral implications they are associated with. This is critical in investing confidence and building legitimacy in public sectors. It is also critical in curbing corruption challenges. It is therefore essential to note the importance of idealised leadership in presenting role models that followers trust and respect.

The second construct 'inspirational motivation' undertakes the step where the leader enunciates a vision that is attractive and inspiring to followers. Leaders with inspiration and motivation

challenge followers with sophisticated standards, communicate hopefulness about future goals and provide a sense for the task at hand. Followers need to have a robust sense of purpose if they are to be motivated to act. Purpose and meaning deliver the energy that propels the group forward. The visionary feature of leadership is reinforced by communication skills that make the vision comprehensible, precise, powerful, and engaging. The followers are eager to invest more effort in their tasks, as they are fortified and optimistic about the future and believe in their abilities (Li et al., 2016). Thus, the appeal is that a leader presents a vision and goals that are inspiring to followers and sets high standards that challenges them to engage towards the future with optimism. Claassen and Kocks (2016) concur that local government leaders in South Africa need to induce sound initiatives that investigate the interests and future of the local communities. Inspiring the followers is critical in motivating them to effectively perform and driving towards expected future outcomes. This is also essential in cultivating and incorporating public participation to willingly invest in local government development as a measure of reducing outsourcing to boost financial sustainability.

The third construct 'individualised consideration' undertakes the degree to which the leader attends to each follower's needs and acts as an adviser or coach to the follower's anxiety and needs. This refers to role of a leader (political leaders and municipal managers) in attending to the needs of followers, acting as a mentor, and hearing the needs and concerns of the followers. The leader gives understanding and support, keeps communication open and places challenges before the followers. This also incorporates the need for respect and appreciation of the contribution that each follower can make to the team. The followers have a determination and inspiration for self-improvement and a deep-down motivation for their tasks (Li et al. 2016). Therefore, the role of the leader is to provide necessary and needed socio-emotional support by showing concern in developing and empowering the followers (Korejan and Shahbazistates, 2016). In this context, councillors as the political leaders must ensure that local government employees are empowered with the relevant skills. They must also ensure an adequate representation of the interest of all stakeholders (Claassen & Kocks 2016). The element also emphasises the importance of creating an open communication platform between the leaders and followers to facilitate the provision of support.

The fourth construct ‘intellectual stimulation’ assumes the degree to which the leader challenges the assumption, takes risks, and asks followers for ideas. This refers to the leader’s appeal to the intellectual ability of the followers by engaging them to participate in providing solutions to identified problems, identifying problems, and trusting them with key decision-making and idea formulation (Antonakis 2012). Leaders with this style inspire and encourage inventiveness in their followers. They cultivate and develop individuals who think independently. For such a leader, wisdom is a value and unanticipated situations are opportunities to learn. Therefore, by so doing, the leader opens a platform for sharing and learning ideas that can allow and facilitate growth in developing the desired goals. Financial and economic crises have spurred a demand for greater financial sustainability in public administration, particularly in local government finances (Bolivar et al., 2016). The followers ask questions, think deeply about things, and figure out better ways to execute their tasks (Korejan and Shahbazistates, 2016). These initiatives are necessary and critical in local government leadership to address the key challenges that exist, as every individual is equipped and prepared to critically and actively provide solutions to the problems faced. Thus, everyone is nurtured to actively participate, think independently, and provide better ways of addressing tasks.

The transformational leadership theory takes into consideration the role of leadership in managing sustainability in organisations. It also entails the involvement of the followers in the processes or activities relating to personal factors regarding the organisation.

Application of the Theory

The researcher shall use this theory as a lens to determine the role of the post-apartheid leadership in managing sustainability towards service delivery and the financial stability of the municipalities.

First, ‘idealised influence’ will be used to explore the purpose-driven leadership at the Mandeni Municipality in KwaZulu-Natal.

Second, ‘inspirational motivation’ will be used to influence inspired followers at local municipalities.

Third, ‘individualised consideration’ will enlighten how people are driven and how the leaders are genuinely concerned for the needs of followers in the KwaZulu-Natal municipalities.

Fourth, ‘intellectual stimulation’ shall be used to challenge the followers to be innovative and figure out better ways of improving service delivery and financial stability in the KwaZulu-Natal municipalities.

In addition, the theory shall be used to study other motives in leadership dynamics regarding the improvements that are needed to ensure the effective development of public service management across all municipalities in KwaZulu-Natal.

2.5.3. Transformational Leadership and Sustainability in Local Government

Transformational leadership is argued across literature to demonstrate the capacity for facilitating positive financial performance in industries and governance alike (Flanigan et al. 2017; Strukan, Nikolić & Sefić 2017; Mutahar et al. 2015; Isaacs 2016). Transformational leadership was first noted by James MacGregor Burns in 1978. Flanigan et al. (2017:4) cite Burns (1978) who describes “transformational leaders as those who build strong teams by empowering their followers and inspiring these followers to achieve their own personal goals, and in doing so help the entire organisation achieve overall success”. At the core of transformational leadership is creating the environment where the leaders and followers can actively interact and help each other in promoting and maintaining a high level of morale and motivation in developing the vision and goals of the organisation (Korejan and Shahbazistates, 2016). This theory will allow this study to reflect on whether the Mandeni local government creates an environment where political leaders, managers, employees, and residents of the Mandeni local government interface to identify their goals, purposes and measures to promote capacity and self-growth in transforming the challenges faced.

Claassen and Kocks (2016) outline that 60 per cent of South Africa’s key local municipalities are affected by a deep financial crisis. To address this financial deficit in the municipalities, there is a need for various structural changes to improve the approaches to financial management and leadership. Therefore, transformational leadership can help in reaching satisfaction by addressing the challenges faced in the municipality by appealing to the “motivation, morality and ethical aspirations of leaders and followers” (Antonakis 2012:263).

Claassen and Kocks (2016:5) argue that, “in many cases, the differentiating factors between financially stable municipalities compared with weak ones are the skill levels, experience, financial discipline and quality of management under sound governance guidance of the political leadership at municipal level.” Therefore, it is essential to understand the skills levels, development, experiences, and quality of leadership being utilised to assess and recommend effective management strategies that can financially boost the municipal performances.

In this study, a real-world and transformational leadership is tentatively referred to as a hybrid and sustainability in local governance. Pragmatic refers to a practical leadership and sustainability in local governments that must be applicable in a South African context (Wessels & Pauw, 1999). In this study, the transformational leadership theory differentiates itself from the rest of the existing theories based on its position to the greater good, as it entails the participation of the followers in the processes or undertakings related to factors towards the institute and a course that will yield certain superior social disbursement (DuToit, 2002). The purpose of the local government is to deliver services to the society. However, before any services are delivered, certain functions should be taken within the local government.

According to Claassen and Kocks (2016), municipalities are essential to implement the policies of the local government. In this system, the transformational leader facilitates and supports the activity of local activities through sustainability in a local context which involves not only practices but policy exertions to involve communities, improve organisational capacity and encourage widespread adoption. Sustainability is the promotion of an array of practices overtime by a broad array of actors, including council members, politicians, and citizens.

There are many statutory instruments in South Africa that aim to support sustainability in local government. The promotion of equity in service delivery is specifically highlighted in section 195(1) of the Constitution of South Africa (1996). The values and codes of the interim Constitution of the Republic of South Africa of 1993 laid the base for equality, equity, and social justice. The South African local government is engrossed in evolving an appropriate climate and policy framework to improve and amend challenges in development and financing (National Treasury, 2017).

The need for sustainability in transformational leadership in local government leadership is highlighted in several documents prepared by the South African Government (Van Niekerk et al., 2002). The key document is the Reconstruction and Development Programme RDP of the

1994 White Paper as well as several subsequent policy documents from the DPSA and white papers from different provinces in South Africa. The DPSA is the central home-grown government department for the South African public service. It consolidates governmental policies and advises the South African public service on the sustainability of its policies.

Claassen and Kocks (2016) states that it is important for transformational leaders in the South African local government to know, comprehend, support, and implement the vision of the local government for the transformation of the public service. In a quest for the vision of the interim Constitution of South Africa (1993), the South African government established the following mission statement: The creation of a people-centred and people-driven public service which is characterised by equity, quality, a timeous manner, and a strong code of ethics. To give influence regarding this vision, the South African government envisions a local government which is objective- and performance-oriented which inspires popular participation and transparency (Sebola, 2016).

Transformational leadership can be cherished in political leadership and public servants if the statutory instrument clauses make them accountable for their activities in their constituencies, to their supervisors, and more correspondingly to the public they serve. Accountability emphasises the obedience of rules and ethical values as well as the achievement of results. The provisions of the Constitution of 1996 indicate that public administration ought to answer to the needs of the republic's citizens which endorses their participation in policymaking. The Constitution of 1996 also emphasises career development. Transformational leadership is enough to make the most of human potential and practices. Potential in local governance ought to be based on aptitude and objectivity. The need for a representative is the focal point in local government.

This is etched in the Skills Development Act of 1998 (No 97 of 1998). The anterior aims to improve human resources development through various initiatives such as training, mentoring, and coaching, which makes the job of a transformational leader easier. This makes it possible to groom transformational leaders because the South Africa public service has also intensified training and development to improve its ability to effectively deliver services to the people.

The sustainability of the local governance to necessitate transformational leadership to achieve its financial stability objective is engraved in Section 133 of the Constitution (1996) which similarly provides for the members of the executive council of a province in South Africa.

Sections 215 and 216, unequivocally, need transparency and accountability in the budgetary process of all three spheres of the South African government regarding the revenue and expenditure control in addressing the financial challenges affecting the local government.

Transformational leadership in local governance sustaining financial reforms is also provided for in the Public Management Act of 1999 (No. 1 of 1999), as amended. The Treasury Regulations (2001) further strengthens this provision which includes a high standard of professional ethics and the efficient use of economic resources. To cater for societies in our municipalities, there is a great need to have a transformational leader to inspire and motivate followers to place the agenda of the local government before personal interests. There are many statutory instruments which have been put in place to facilitate all the challenges leaders might encounter in the execution of their duties.

2.6. Chapter Summary

Most of the studies so far have concentrated on leadership and sustainability in local governance within the context of the western societies overlooking the self-motivated leadership in African societies. Thus, they are perceived as being marginal and are only suitable outside the world stage. The main inspiration of leadership dynamics in South African municipalities was influenced by apartheid and the fight against the system. Apartheid has left its marks in our societies and it is up to the transformational leaders to bring about the change in service delivery. It is important to note that every citizen has a role to play in this activity.

The next chapter discusses the literature reviewed towards conducting the study.

CHAPTER THREE

PUBLIC SECTOR LEADERSHIP

3.1. Introduction

This chapter is reviewing literature scrutinised by various authors on local municipalities. The literature was carefully selected to capture relevant matters on effective leadership and financial reforms in the South African local government. The literature reviewed deliberates theoretical views and distributed information in local governance. It encompasses a summary and fusion of the development and financing progression in the field of local governance, comprising of key debates. It offers a breakdown of studies, government reports and documents, and relevant information carried out to date on the focus of local governments and clarifies models embraced by numerous researchers in their missions to uncover the field of development and financial challenges affecting local government. The chapter will further explore and discuss details on public leadership, training and development, and the different leadership types in the South African context.

3.2. Global Perspectives to Public Sector Leadership

Rust and De Jager (2013) state that there is a lack of effective management and leadership aptitude in public sectors across Africa and the world at large. Recent studies indicate that inefficiency, maladministration, and poor governance related problems can be traced to higher ranking offices and headquarters where high levels of incompetence are often reflected. Fourie and Poggenpoel (2017) note that ineffective leadership remains one of the key challenges affecting public sector development across the world. However, in South Africa, it should be noted as the biggest challenge. Scholars have identified that most senior officers appointed in the public sector lack competence and often reflect unaccountable characteristics with little or no consequence (Francis, 2013). The municipalities are controlled by these personnel.

Municipality supervisors have a limited span of control over budgets, requisitions, recruitment structures and employment levels. Mahlangeni (2013) argues that this chaotic environment creates a job misfit for municipality managers, as the span of control gives them limited authority because control will be centralised and it is difficult to hold one accountable for development failures where authority is not clearly defined.

Dukakis and Portz (2015) postulate that there are many prompting factors that define the feat of a leader emphasising the significance of assembling a devoted team. This team will comprise of public servants inspired and mentored by the leader who will enlighten them regarding how to effectively use their own abilities to achieve results. Public leadership entails the leaders promoting the interests of the public and implementing pro-development policies. In this logic, leadership necessitates a positive activism of the will to support certain important values. Leadership is an essential and critical variable that is essential for enhancing management aptitude as well as institutional performance (Dukakis & Portz, 2015). Wallis, Dollery and Mcloughlin (2013) dispute that the burden on public institutions comes from the need of making public services accountable to the public. The actions, procedures and arrangements re-counting the public sector of modern economics continuously undergo change as lawmakers pursue to manage professed complications, relentlessly mend current arrangements and handle new trials. Leadership is still one of the chief subjects in organisational behaviour. Public governance leadership has been under examination by the media because of the amplified pressure for answerability towards citizens.

3.3. Municipal Financing and Development Challenges

Local governments have a mandate to serve the needs and interests of their local public constituency. It comprises of both political and public service leadership. Political leaders (councillors responsible for municipal governance) have a duty to ensure that their municipalities perform satisfactorily in delivering the required services (Mantzaris, 2014). Public service leaders within a municipality consist of managers and employees with a duty to serve the citizens who made it possible for them to be employed because of the need of the good services they are expected to deliver (Mathane, 2013). However, both political and public service leaders must be held accountable in governing municipalities to recognise potential by directing it forward, so that they produce sustainable results. Corruption and ineffectiveness

among the public servants often and always lead to a high level of incompetence which makes it difficult for them to achieve their goals. As such, various municipal governments across the country are in critical financial conditions.

Mantzaris (2014:80) notes that financial systems are a crucial element in the integrated governance systems which are meant to function as the foundation of an effective, efficient, and accountable local government in Africa and the world. This reflects the importance of strong financial management systems in ensuring good governance and long-term development. According to Fourie and Poggenpoel (2017), effective internal financial controls, relevant skills and capacity building are critical factors that drive sustainable financial processes in all government sectors. Tellingly, this indicates that good governance in municipalities is achieved through strategic financial management techniques. These are very much opposed to dishonesty practices such as corruption, incompetency, the pilfering of municipality resources, prejudice, and an over-all slackness of the simple ideologies of administration and leadership. Considering these factors, quality and efficient administration should therefore be the yardstick on which state-owned bodies should engage in delivering public services such as the infrastructure development and maintenance of public amenities in communities as per the citizens' anticipation (McNeil & Malena, 2013).

More so, evidence indicates that some of the key challenges of financial performances by municipalities are the high anticipations set by government (South Africa Report, 2013). The reality of affairs indicates that many municipal entities that rely on grants and run little revenue bases become overwhelmed and burdened to meet their obligations and set standards which only the sturdiest can achieve. The South Africa Report (2013) emphasises that local government entities with financial restrictions cannot translate the IDPs to feasible socioeconomic programmes. As a result, most service delivery demands remain unmet. Literature also highlights that the government remains biased in its allocations of equitable shares towards development, as it funds metros more as compared to local municipalities, thus affecting their financial capacity to deliver the anticipated services. However, current studies indicate that there is a lack of institutional capacity in SA local governments which limits their effective functionality (Scheepers, 2015). Though there might be high anticipations that affect municipal development, literature is increasingly suggesting a lack of capacity to be the main challenge (Policy Brief, 2012; van Baalen, Schutte & von Leipzig, 2015).

3.3.1. Limitations to Municipal Sustainability in Finance

There are six key performance areas (KPA) that guide municipal development in South Africa. These include “governance”, “community engagement”, “financial management”, “human resource management”, “service delivery”, and “integrated development planning”. Financial management is critical because it is the lifeblood of all the operations, hence, the need to ensure its sustainability. Well-structured financial management and good leadership warrant local government financial feasibility. Financial sustainability in local government is guaranteed by guiding all the entities through viable routines that meet financial responsibilities. Thus, all the municipal managers must show competence towards effective financial management by practising leadership that guarantees accountability, adequate procurement practices and efficient human resources practices (Fourie & Poggenpoel, 2017). This is essential because the progression of a municipality hinges on a blameless governance to guarantee that sustainability can turn into a reality.

Municipalities are massively under an increased pressure of serving an increased population after the amalgamation of previously divided jurisdictions without a corresponding increase in the tax base. Municipalities are experiencing financial distress coupled with deteriorating credit worthiness and the collapse of service delivery which is creating a serious financial crisis. Municipalities have also not been spared from the ‘brain drain’. There is a constant loss of experienced financial personnel and an upward pressure on the salary scales. However, there have been marked improvements in the payment of taxes in townships. However, there are still cases of people defaulting which makes the non-payment of services permanent because property taxation in townships is proving to be difficult (Budget Review, 2008). Weak reporting systems, budgeting and credit risk controls have affected the financial management systems of the municipalities. There is no communication whatsoever between the community and the municipal planning which hinders the participation of key stakeholders of the services provided. In some cases, there are cases of fudging the economic statements and the setting of unrealistic budgets (Budget Review, 2008).

Kanyane (2013) argues that the viability of local government is overridden by a lack of financial literacy in public finance which causes bad financial decisions to be approved. Municipalities without proper financial systems are continuously falling into deep financial

trouble. This calls for all leadership in the municipality, the mayors, traditional leaders, ward councillors and interest groups, to “have sound knowledge of the Municipal Finance Management Act 56 of 2003 and other related legislation” (RSA, 2003). However, Kanyane (2013) states that most of the municipalities in South Africa are not financially viable. Coupled with a track record of poor corporate governance and brain drain, this is breeding loopholes for recurring irresolvable audit deficiencies.

The major causes of weak human resources include a lack of control and the misappropriation of resources which create leakages in the financial management system which is further disturbed by political meddling and a deficit of a vibrant mission and leadership in public organisations (Mantzaris, 2013). Undeniably, organisations are always anticipated to overcome challenges and establish measures that match international financial standards and practices. However, most municipalities in South Africa are still far from matching these standards. For instance, Swanevelder (2015) notes that to improve accountable financial sustainability, municipalities must adhere to the international standards of the Generally Recognised Accounting Practices (GRAP). Though there is a debate to dispute this cause because of the overspending on secondary functions (Swanevelder, 2015), it is important to outline that the idea presented aims to reflect the poor financial management systems affecting most South African municipalities. Thus, the Municipal Finance Management Act (Act 56 of 2003) was enacted to provide guidelines that help in ensuring that financial standards and processes of reporting are adhered to.

Municipal Finance Management Act (No. 56 of 2003)

The Municipal Finance Management Act (No. 56 of 2003), hereafter referred to as MFMA, was enacted as a measure to secure the effective and sustainable management of finances for the municipalities and all relevant institutions that operate in the sphere of local governments. The government is determined towards ensuring the running of financially sustainable local governments. Therefore, the determination of policymakers was to facilitate clear guidelines that improve responsibility, transparency, and efficient service delivery within municipal entities. The sole tenacity of the MFMA is to develop values which are rigorous for corporate governance and the reforming of the municipality’s monetary, budgeting, and financial management. Thus, municipalities have the responsibility of enforcing the “Service Delivery and Budget Implementation Plan” (SDBIP). The MFMA plays a contributing role in applying

the local government reforms envisaged by the macro-economic framework of 1996 and the new global trend of public affairs management (Republic of South Africa, 2013:17). It presents the new evolving patterns of public administration in the 21st Century that adhere to current public management principles and guidelines. It outlines the norms and standards that establish the parameters of accountability and financial reporting. For instance, the MFMA indicates that it is the responsibility of the mayor to establish control measures towards budget expenditure on implementation plans and service delivery processes. This is to ensure that the financial standards and processes are as per the mandated guidelines of reporting to the provincial MEC and municipal council.

The MFMA calls for municipalities to make sensible moves to guarantee that the resources allocated to the municipality are efficiently and effectively used for the economic benefit. Vibrant financial management systems are the backbone of good service delivery and it is quite disturbing that some municipalities are now accustomed to poor financial management. Grafting, poor corporate governance, financial misrepresentation, and noncompliance with laid down international best practices are very common in the municipalities which compromises the delivery of social services.

The most precise image of the financial situation in South African municipalities is highlighted in the Auditor General's annual report which is an important measurement of the state of the entities assigned with the development and progression at a local level all over the nation (National Treasury, 2013). The information released in July 2012 disclosed the terrible situation fronting the nation's administrative and political leadership. In this report, merely four metropolitan entities recorded clean audits which is a deterioration from the ten audits in 2012. There is no single municipality that received clean audit reports in the Northern Cape, Free State, Gauteng, Eastern Cape, and North West provinces. Such bad municipal audit reports have been consistent in the past few years. For instance, 2017 was considered an improvement, with only 9 new municipalities joining the category of clean audits to reach a total of 49 out of the 263 municipalities audited (CFO South Africa, 2017). As of 2018, the Corruption Watch website reports that:

“Of South Africa's 257 municipalities that were audited, only 16 improved while 45 slid backwards. Only 33 municipalities (13%) managed to produce quality financial statements and performance reports and complied with all key legislation, thus receiving a clean audit.” (Corruption Watch, 2018)

The audit outcomes at a countrywide level indicate that the Auditor General blames the deterioration of municipal audit results on the lack of compliance by local municipalities with the Municipal Finance Management Act (MFMA). Thus, despite the emphasis and guidance given to local municipalities through the MFMA, the outcomes of the audits over the years have continuously shown a huge financial incompetence in over half of the municipalities across the country.

3.3.2. Corrupt Behaviour Impelling the Capability of Leadership

Unethical behaviour is highlighted to be a common trend among leaders in the public division in South Africa (Kroukamp, 2015). Leaders are considered individuals who are called and entrusted with the responsibility to serve the interests of the people and help in facilitating and creating an integrated culture and community that uphold the value systems and organisation's intended goals (Kroukamp, 2015). If these leaders are unethical (i.e., corruption), they stand as barriers to the realisation of effective socio-economic development.

Municipal leadership does not operate in a vacuum for them to be successful. They need synergy alliances with the provincial and national entities in their structures for them to have a good foresight to identify or streamline human capital challenges, skills development edges and effective performance management frameworks and systems. Effective financial management cannot be efficient without leadership which is hands-on in the monitoring of effective information system functionality, especially its strategic alignment with the Integrated Development Plan (IDP), at all operational levels. The senior management and leadership are the main actors in making these operations a success by using their skills in the monitoring and evaluation of the service provider's municipal functions and systems. In this context, leadership equipped with the suitable tools and bonded by the appropriate skills is of great importance in exercising continuous oversight over activities in each municipality. Research reflects that determinations to progress the capability of people and organisations are unpleasantly prejudiced by problems of unethical behaviour and cadre deployment.

Batley and Larbi (2014) note that the new public management approach adopted in South Africa seeks to promote public and private collaborations as a solution towards sustainable local businesses and employment. Therefore, basic service delivery is conducted by tendering processes that are competitively sought. This is done with the intention to ensure flexibility,

promote effective management, ensure resourcefulness, and boost output performance. The provincial authorities and parliament are thus tasked with the responsibility of being 'watchdogs' to subside poor performances. However, evidence indicates that such an approach which seeks to promote efficient service delivery and effective development processes has been marred with corruption. Therefore, the standards and processes of financial reporting have remained very poor.

According to Pityana (2013), the political leaders that are appointed and tasked with municipal governance often lack the necessary skills that are required for their job description. Nxumalo and Whittal (2013) argue that it is the leadership's responsibility to be accountable for the direction and strategic thinking which is best in the attainment of tangible action plans. This is essential in monitoring and assessing the behaviour of the municipal superiors whose sole responsibility is meeting the targets that have not yet been surpassed and being the main players in the stages of implementing and controlling the whole process. However, literature extensively recognises that the deficiency of implementation in terms of well-organised, nominal and honest financial management in municipalities is the consequence of a lack of proper skills and culpability by leadership. These disturbances often create a situation where municipalities misrepresent the actual performance when it comes to reporting and financial sustainability. As a result, in most cases, there are high levels of service delivery dissents and incompetence which lead to a lack of confidence in civic departments, and a vote of no confidence in the government by citizens.

3.4. Importance of Training and Development

The prosperity of any organisation depends on its ability to hire skilled human resources who are committed to deliver when opportunities are given to them to develop new ideas and manage them (Shandler, 2013). Investment in human capital development has often been the least important priority of organisations, as they viewed it as a cost rather than an investment in perfecting the skills of human resources which is beneficial in the foreseeable future. It is important to develop and retain a skilled workforce for an organisation to be progressive (Manning, 2014).

South Africa is in a process of transition from apartheid where skills development was limited to only a few individuals. Human resources training and development is a priority for

municipalities in South Africa. Tailor (2014) states that to transform there is a great need to change the way we do things in our societies. Our characters must have a sense of urgency. Therefore, transformation in South Africa must be driven by the need to change the status quo from poverty to prosperity and marginalisation to democracy where decisions are made through people-centred developments (Tailor, 2014). Knowledge is power and training and development is the right skill which is needed by municipalities for them to be prosperous. Adegboye (2015) argues that the governments in Africa inherited dysfunctional states after colonialism and they have a huge task to redress the legacy of inequalities in service delivery.

The Republic of South Africa, therefore, needs to ensure that they have skilled people to implement and evaluate its policies of reconstruction and development to ensure that they are properly executed to meet their goals. There must be a provision to absorb the skilled labour force in key strategic areas in governmental structures that need serious attention in terms of development. The main problem facing South Africa is changing the public service to fully represent the interests of the diversified nation and by upholding the standards that are acceptable for the good of international standards (Cloete & Mokgoro, 2013).

The South Africa Report (2013) states that municipalities are less equipped with skilled labour and it is posing a great challenge to their operations. Most of the municipalities are facing challenges in the managerial and administrative financing in meeting the rising demands of the citizens. The situation is further worsened by the ‘brain drain’ of highly skilled professionals who are the pillars of the operations of the municipalities. There are also poor linkages between the higher education sector and the local governments.

3.4.1. Human Resources Development

HR development is viewed as a development plan that is pivotal in realising the potential of individual teams and groups in attaining certain levels of competency by acquiring the right skills and mentoring, educational skills, and work experiences. (Manninen & Viital, 2012). South Africa is prioritising the development of human resources in a way that is engineered to address policy challenges and issues to catch up with rest of the world in being globally recognised as attaining and retaining skilled labour to meet the demand of a declining skilled labour (Horwitz, 2014).

The most critical factor which ensures that organisations achieve their strategic objectives is through the establishment of clear mutual relationships that assimilate human resources development policies with operational practices. When all the development programmes are laid down and fully implemented, it gives rise to superior organisational and employee performance (MacNeil, 2013). The relentless pursuit of perfection in productivity improves the skills base which leads to improved socio-economic development.

Manuel (2013) debates that South Africa does not craft policies which are far-fetched and difficult to attain their desired objectives. It rather does not have the right people to implement those policies effectively and achieve the desired results. The National Development Plan blueprint documents that there are acute shortages of critical technical skills and high labour turnover. It is thus difficult for the head-hunters to fill the vacancies after the exit of knowledgeable management. Municipalities do not have the capacity to meet and fulfil the objectives set by the local government authorities. The Municipal Capacity Building Strategy (2009) concluded that the municipalities must have the right human resources personnel and administrative capacity to meet their objectives and set targets. However, they must consider their financial position and whether they can achieve such a feat without compromising the laid down policies and legislation which govern their conduct in the public service.

The White Paper on Transforming Public Service Delivery of 1997 (The *Batho Pele*)

The White Paper on Transforming Public Service Delivery of 1997 (*Batho Pele* Paper) was crafted specifically to set standards to improve the efficiency of the public service and see how they can improve the delivery of services. It reflects the agenda for transformation in public service delivery. The *Batho Pele* guiding principles were effectively implemented in the Public Service Charter in 2013 under the flagship of the Department of Public Service. The main core principle of the charter is to professionalise and breed a culture of excellence in public service with a view to perfect service delivery programmes. The PSC is an arm of the government which represents the interests of the government and labour with the main aim of improving human resource development to ensure the smooth delivery of services. Moreover, it also assists in human resource management and development programmes.

White Paper on Human Resource Management in the Public Service of 1997

South African municipalities are widely considered as part of the public service. Though their personnel differ, their human resource principles are the same. The White Paper was first

published in 1997 and was later enacted as a national policy in 2000. The White Paper is a framework of change in the public service sector which considers the common vision and mission that embraces change. It is the vision of the public service sector to develop skilled human resources that can produce competent and well diverse employees who are capable and committed to the delivery of world class standards to the people of the Republic of South Africa (RSA, 1997).

Advanced research and development strategies highlight that South Africa needs to produce a highly skilled workforce which is educated to identify key areas of development and be able to develop plans to execute the required solutions whilst they pay attention to the implementation of the necessary apparatus.

3.4.2. Skills Intervention Policy

A competent and skilled labour is one of the main things which has been prioritised by the RSA government. This is going to be achieved by training and educating the skilled public service labour. The government has adopted this policy framework to address the issue of skills shortage within the South Africa Public Service Sector.

The policy framework indicates the following:

- The South African Authority Act No. 58 of 1995 provides ways of ensuring that training in South Africa is of a high quality and can address skills shortages.
- The White Paper on Public Service Training and Education of 1997 provides a policy framework to enable appropriate, adequate, and accessible public service training and education which will meet the current and future requirements of public servants, the public service and the general public.
- The Skills Development Act No. 97 of 1998 was passed to provide an institutional framework to devise and implement national, sector and workplace strategies to develop and improve the skills of the South African workforce.
- The Skills Development Levies Act No. 9 of 1999 provides for the imposition of a skills development levy to finance the process of skills development.
- The Public Service Sector Education and Training Authority of 2000 aims to develop a coordinated framework for ensuring the development of a coordinated framework for

ensuring the provision of appropriate and adequate public service education and training which will be sufficient to meet the current and future needs of the public service.

- The National Skills Development Strategy of 2005 aims to contribute towards the sustainable development of skills growth and the development and equity of skills development institutions by aligning their work and resources to the skills needs for the effective delivery of services.
- The National Skills Development Strategy 3 of 2011 follows the integration of higher and further education and skills development into a single Department of Higher Education and Training partnerships between employers, public education institutions, private training providers and the Sector Education Training Authority which will be promoted so that the integration of education and training becomes a reality experienced by all South Africans. Priority will be given to strengthening the relationship between public colleges and universities and the SETAs as well as with employers.

Service delivery shortcomings have been one of the main perennial stumbling blocks in the municipality services because of a lack of resourceful people who can deliver services effectively. The ability of the municipality to preserve and retain skilled and knowledgeable management in the workplace is key to the delivering of services.

3.5. Effective Leadership in Municipalities

Silvester (2013) notes that the political landscape has changed after the fall of apartheid. Local governments now have a democratic right to elect their leaders who will have a mandate to provide exemplary leadership across the geographic area whilst influencing the delivery of services in a sustainable manner. It is critical to develop new leadership skills to meet the needs of this dynamic environment. To meet the challenges and risks that come with running local governance institutions, it is the duty of the citizens to elect a leader with strong leadership instincts whilst continuously improving his acquired learning skills. Progressive municipalities must have good management structures and effective leaders across all the structural levels in its service delivery chain. The onus is on them to educate and train their employees to attract and retain skilled labour to create a situation where there are leadership qualities in every employee to perform his/her functions in a collaborative, efficient and accountable way.

The municipality has control regarding how a policy is communicated to the organisation. It is the duty of the administrative leadership to devise and deploy policy tools whilst the leadership sets the broad agenda of policymaking towards the attainment of their goals. (Ngcaweni, 2014). There is a clear job description, and political leaders and appointees must stick to the agenda of policy formulation. There must not be any interference with the recruitment and administration. Silvester (2013) contends that the political system must be such that bureaucrats are not secluded from unswerving political pressure which suggests that political leaders must make space for administrative inventiveness, uninhibited by political power. According to Naidoo (2010:115), “the Draft Public Administration Management Bill requires managerial, professional and strategic leadership across all government institutions including local government”. Strategic leadership in municipalities is effective in improving service delivery and satisfying the needs of the citizens (Rowe, 2014). Therefore, top leadership must be equipped with good interpersonal skills, communication, cooperative behaviour and, most importantly, financial literacy skills to make their jobs easier to execute.

Cloete et al. (2013) postulate that senior leadership must be able to analyse economic policies and be diplomatic with all political players. Leadership must be well acquainted with the dynamics in the settlement patterns and political struggles in which they are operating. Miller (2015) debates that for leadership to be effective, they must be given the freedom to challenge and empower managers to reach their full potential in executing their duties. A good leader must be someone who can see beyond tomorrow and can handle a crisis diligently without causing his/her subordinates to panic. He/she must be viewed as an open-minded person who can manage change processes without acting as someone bound by the fixed rules and procedures which might slow down the change process.

Fraser-Moleketi (2017) stresses that municipalities must be knowledgeable in every level of their structures to be able to see opportunities in every crisis. Whilst others might see confusion, the ‘deep smarts’ always see golden opportunities waiting to be untapped to unleash greatness. According to Schwella and Rossouw (2015), leaders are always required to have certain competency levels that enable them to lead organisations efficiently whilst maintaining and improving the status quo. Madumo (2012:89) indicates that local governments “do not only need sound management but also require leadership at all levels of the service delivery chain”. Rowe (2014) suggests that leaders must be skilled in strategic leadership which enables them

to embrace the qualities of both the managerial and transformational leaders who are effective in executing their duties. Leaders in South African municipalities are operating in a diversified country with different needs to suit different cultures. Therefore, there is a need for them to have a commitment model which allows them to have competencies that allow them to embrace needs of different cultures without bias towards race, background, or creed. However, there must be a notion of *Ubuntu* which is vital for equality at the workplace.

3.5.1. Practices of Leadership

Leadership is about being a practical person, not just a person who is guided by a theoretical phenomenon. They must be realistic in their dealings. Most private service organisations thrive in profit maximisation because they are realistic when they deliver their services. According to Kouzes and Posner (2013), practical models of leaderships enable the manifestation of values and norms that people will rally behind, thus challenging the theoretical and old ways of doing business in this dynamic environment. Effective leadership inspires conscious movement that models exemplary leadership which influences others to be principled and value their work. It makes it easier for people to take instruction and be innovative (Koma, 2013).

Public officials are challenged to act differently in guarding against complacency and arrogance which can occur if individuals are not accountable for their actions. Citizens must be very careful in avoiding electing good orators who have nothing to show for their words and people who get to power through patronage. They must elect people who take constructive criticism. This can be stopped if citizens plan and use their human and technical resources to carefully administer them (Ngcaweni, 2014). The consequence is creating a direct link between the political and administrative leadership which is a double-edged sword with direct and indirect consequences. However, this relationship can be a shield against corruption in the municipality by creating a moral relationship between political and administrative leadership. Shielding against corruption needs the creation of relationships based on ethical foundations, solid knowledge management and moral integrity (Mantzaris & Pillay, 2014).

Being principled helps leaders obtain dignity and assists in modelling their characters to be exemplary as postulated by the sentiments that Kouzes and Posner (2013) supported in the newly transformed approaches of leadership and management in the 21st Century. In a South African context, a transformational leader must be modelled in a way that he/she does not compromise the delivery of service. Leaders who are not transformative will never be able to

model themselves to be dignified and principled as well as achievers in addressing the goals of the local government. This slows down developments.

Cohesion between political and administration leadership is effective in municipalities to build trust (Schmidt, 2011:36). Ethical leadership, professionalism and experience are some of the skills which are the basis of appointment of municipality leadership. It is the type of quality of personnel that is appointed which improves or worsens the situation. Therefore, the structures will not be saved if they appoint incompetent personnel.

3.5.2. Administrative Leadership

The human factor that motivates and binds a group together in the attainment of a goal is influenced by the ability of others to seek defined objectives enthusiastically (Coetzee, 2012). The municipal manager administers and creates a leading role in boosting morale and creating enthusiasm in municipalities. Municipal managers also have their efforts focused on the right direction to lead the heads of department in the municipalities. A strong leader focuses on having a clear vision and mission to concentrate the attention of subordinates on predetermined objectives (Murray, 2014).

Koma (2013) argues that the quality of service cannot be overemphasised without addressing the need for strong administrative structures and leadership to address the above-mentioned challenges. Leadership must lead by example. This encourages and motivates the workers to perform at their best. There must be a willingness to identify fraud and corruption. Therefore, leaders must adopt principles of being honest, transparent and fair in their dealings. They are also accountable for getting the whole organisation to rally behind them (Visser, 2013).

There are certain qualities that municipal leaders are expected to demonstrate. According to Pretorius (2017:150), “as a leader, the municipal manager must portray moral attributes such as sound judgement, endurance and tactfulness”. Effective administrative systems in municipalities must have administrative leadership that can aggregate all macro and micro influences, to thus discover rational conclusions (Mafunisa, 2013). Another trait which is expected of the administrative leader is the ability to avoid mistakes and having endurance to survive in trying times which are turbulent in the operating environment. Murray (2014) agrees with the sentiments of Mafunisa (2013) by suggesting that leadership must have an eye to see opportunities and a keen sense of timing to take decisions at the right time when required.

Municipal managers can be indifferent if they pay ‘lip service’ and neglect the professional values as a code of conduct. It will also hamper their efforts of economic values and efficiency. *The head rots from the top*. If managers want subordinates to adhere to the provisions of the laid down code of conduct, they must also adhere to those provisions. According to Northouse (2013), there is honour in acting in an exemplary manner, as this improves professionalism in municipalities and administrative characteristics show respect in the way business is done.

3.5.3. Political Leadership

Nxumalo and Whittal (2013) state that an important aspect in the governance of municipalities is political leadership. There are various types of leadership styles which various municipalities can adopt to influence the specific dynamics in their operating environment.

The landscape and dynamics in both the rural and urban set ups are changing and increasingly becoming complex to govern. The webs of socio-economic and political factors are now exceeding the traditional boundaries. According to WPLG (RSA, 2008), the activities of a wide range of municipal and business players influence the local economy and humanity. In this background of involvedness, municipalities must be steered by a robust radical leadership that is competent to make cumbersome policy judgements and work with a variety of role players to guide the activities of the management to improve the social and economic well-being of the local societies.

Political leaders are commonly civic councillors. They work in the municipal council to symbolise fellows of the community who choose them. They are answerable for guaranteeing that all matters affecting the welfare of societies are decided upon in a manner that will favour the community (Moodley, 2013).

3.5.4. Managerial Leadership

Managerial leadership is a notion that has been made popular by studies of transformational leadership. Lelo (2014) states that the public service in Africa promises to nurture partnerships and collaborations with staff and citizens in the management of diversity which encourages every stakeholder involved to work towards the strategic planning and attainment of the set goals and standards. Oosthuizen (2013) states that there are certain competencies that are always expected of anyone who wants to assume a role in the public service office. Most governments in Africa are implementing reforms that remind leaders in charge of public offices to work tirelessly. The most critical problem that needs to be addressed is the assurance of

quality managerial leadership in South Africa that is responsive to the needs of the society, rather than being reactive. According to Adei (2016), only strong, responsible, relentless, and well-placed leadership can overcome the political and bureaucratic obstacles that confront the public sector. The traits of the most effective leadership in career development are commonly acquired through experimental processes such as recognised and informal development initiatives and inter-sectoral exchange programmes.

3.6. Capacity Building Services

The Local Government in South Africa Report (2009) states that the national government of South Africa has failed to manage its expectations by expecting a lot from municipalities which are proving to be unsustainable in their operations. The reality in most municipalities is that most operations are being financed through grants and equitable shares.

Municipal infrastructure grants and equitable shares are not enough to fulfil their mandates at the backdrop of the possession of weak revenue bases. Operational inefficiencies from a lack of finances make it difficult for small municipalities to eradicate their backlogs and access adequate services (Grobler et al., 2014). Financial limitations make it difficult for municipalities to translate their IDPs into workable poverty alleviation programmes. Local government reports further highlight the bias of equitable share distribution which favours metros over rural municipalities. The national government is blamed for being unable to devise a strategy that is sustainable for municipalities that are disadvantaged by geographical location.

The availability of the requisite skills undermines all the efforts of the performance targets set by the municipalities. It is reported that many municipalities do not have the managerial, financial, and institutional capacity to meet the demands of the rising population. Janneh (2014) debates that there is a poor linkage between local governance and the tertiary education sector. This worsens the service delivery problem in the municipalities (The State of Local Government Report in South Africa, 2009).

The 2010 Development Report proposes that key competencies and management expertise should be the key issues in the appointment of senior leadership (DBSA, 2010). The need for suitable technical skills to improve municipal aptitude was the inspiration behind the municipal guidelines on the minimum competency levels introduced on 1 July 2007. The municipality regulations stipulate the type of qualifications and competency required for leaders but the

municipalities ignore them. (National Treasury, 2011). Municipalities are gaining a reputation of engaging in nepotism by appointing personnel in the departments of treasury and budgets and neglecting skilled labour with the appropriate qualifications.

3.7. Strategies for Effective Leadership and Financial Reform in South Africa's Local Government

The process of transformation is crucial which needs a transformational leader who has an active role in developing the inclusive participation of citizenship in developments. According to Sandel (2016), “democratic citizenship is a process in which citizens develop a sense of belonging, a concern for the whole and a moral bond with their community”. Civil society and citizens work together with the government on issues of development where they get to express their personal interests in community development. Denhardt and Campbell (2016) claim that public service administration plays an important role in facilitating this sort of active citizenship that results in the transformation of both public organisations and the citizens they serve. Thus, literature reflects on the various strategies recommended in transforming South Africa's leadership challenges in local governments.

Effective leadership is the most required leadership skill in every level of the supply chain. Employees must be trained to develop leadership qualities to be accountable and execute their duties more efficiently. According to the Draft Public Administration Management Bill (2008), government institutions across the economic system, including municipalities, require strategic managerial leadership skills and professionalism. The possession of one skill is not sufficient to tackle all the problems that are being faced in municipalities. There must be a wide array of skills (Rowe, 2013). It is obvious that strong strategic leadership skills are necessary to improve public service delivery by local government. Leaders must be able to attain and retain human resources and become acquainted in finance management. Qualities such as communication and interpersonal skills are important in managing transformation in municipalities. Another critical skill is the ability to analyse policies. It gives the leader the leverage to be sensitive to the social, economic, and political environment in which they operate.

There is a need to improve the skills of public sector employees as per the guidelines of the National Skills Development Strategy (NSDS). There have been three phases of NSDS in South Africa. These were developed by the Department of Higher education and Training (DHET) to ensure effective skills training among those that might have been previously

disadvantaged based on their race, gender, or disability. This was meant to ensure fast-track development in rural communities and meet the labour demand required to satisfy productivity in the economy. With NSDS III, the main goal is to produce strategic leaders that are capable of harnessing both transformative and managerial leadership in addressing the challenges in government sectors and organisations. Rowe (2013) postulates that the local governments must engage in long-term strategies that guarantee stability in the short-term. Hence, the need for strategic leadership. Freeman and Tregoe (2013) propose that a strategic leader will endorse greater efficiency than a managerial or transformational leader. Managerial leaders uphold the current order but are not likely to capitalise in innovations that will change the organisation and improve organisational effectiveness in the long term. Transformational leaders have a desire to accept change. Merging these two leadership styles will encourage administrative efficiency and above-average performance and will help preserve short-term stability.

The problems with strategic planning and oversight have led to inconsiderate and unproductive costs. In many cases, their inadequate measures cannot recognise and compute this careless spending. It is revealing the lack of internal financial management and reporting skills and an overdependence on external consultants. Most municipalities in South Africa do not comply with the Generally Recognised Accounting Practice (GRAP). This deficiency is one of the main causes for negative or unfavourable audit reviews.

The accounting system is crucial, as financial records are recorded on the double entry system. Fraudulent accounting entries disturb at least two accounting entries in the financial statements. Concurrently, good books of accounting allow for effective forensic accounting, whereby evidence can be collected to ensure that prosecution can be made. Such forensics permit preventative control measures to be implemented to prevent incidences of fraudulent transactions.

3.8. Chapter Summary

Most African states are on the path of recovery to redress the historically disadvantaged communities. Some of them are finding it difficult which leads to service delivery protests in municipalities. It is evident that the future belongs to everyone and the country belongs to everyone who is a citizen of the nation. Therefore, municipalities must relentlessly skew redistributive efforts and expand service delivery. However, the capacity of most municipalities

is overwhelmed to redress the historically disadvantaged and improve structures which have been in place. The government statistics highlight that services have improved since the end of apartheid in 1994. However, the reality on the ground paints a different picture of what is written. Citizens are still struggling to get basic services and the environment is dynamic and ever-changing. The next chapter discusses the methodology of the study.

CHAPTER FOUR

RESEARCH METHODOLOGY

4.1. Introduction

Research methodology provides a clear outline of how key information pertaining to addressing the objectives of the study is gathered. This chapter reflects on the steps taken by the researcher in conducting this study. It outlines the research design adopted in framing and planning the research and the research approach chosen in carrying out the study. The chapter also gives a detailed understanding of the study area of the Mandeni Municipality in the KwaZulu-Natal province as the case study focus. Relevant data in this research was gathered using both primary and secondary sources. The primary data was collected using survey questionnaires. The collected data was analysed using IMB SPSS Version 25 which included the presentation of descriptive statistics and a thematic discussion of findings which was crucial in addressing the following hypothesis:

Engaging leadership dynamics leads to better municipal financial stability.

It is essential to note that due to the emergency of the Covid-19 pandemic, the researcher had to engage relevant health procedures in distributing the structured questionnaires for surveys. There were no interviews conducted for this study. All the relevant key details including the advantages and disadvantages of the data collection tools, quality data control, ethical considerations and limitations of the study are well detailed in this chapter.

4.2. Research Design

A research design is a set of systematically and logically laid out procedures which have been planned to enable the person carrying out the research to gather research information that aligns with the research aims, objectives and problem statement (Plooy-Cilliers, Davis & Bezuidenhut, 2014). According to Burns and Grove (2011), a research design is a layout of research procedures that allows the person carrying out the research to carry out his/her research in such a manner that he/she can achieve the objectives for which the study was initiated to achieve. According to Welman, Kruger and Mitchel (2013), a research design can be described as a strategic framework which translates or leads to the successful execution of the research of a given research. Kothari (2012) defined a research design as a plan that can be described as formal in nature which lays out how the researcher intends to conduct his/her study so that he/she can collect information that one can later use to prove whether a certain hypothesis is true or false. This study on the influence of leadership dynamics in facilitating effective service delivery in the Mandeni Municipality made use of a case and descriptive research design.

Case Study Research Design

A case study approach helped in narrowing the scope of the study to contextualise the research for a detailed exploration of facts. Kothari (2012) further explained that research designs are usually classified in terms of the purpose they are intended to serve. According to Yin (2009), a case study provides a framework for exploratory, descriptive, or explanatory research that occurs in real-life settings. This research adopts the descriptive nature of a case study research approach, as it sought to investigate the influence of leadership, skills development, and training towards the performance of employees in effective service delivery in the Mandeni Municipality (Easton, 2010). A case study research is critical in providing a specific focus lens that help the researcher to identify issues that can be compared with other secondary factors identified in literature and previously conducted studies. Therefore, a case study approach is specific and contextualises the study to a specific area that saves time and the resources given. The study must be completed in a limited space of time with very few resources.

Case study research has several advantages. Case study research allows the in-depth examining of difficult real-life circumstances by using several sources of evidence (Noor, 2008). It helps narrow the research focus and shape how the researcher should conduct a holistic approach to understand the sequence of events that happens in a location (Noor, 2008). Easton (2010) notes that the case study approach helps the researcher to specifically conduct a detailed inquiry on the key questions of the research and outline the factors of what causes the problems. Considering this, the researcher was able to understand the key aspects relating to leadership in their real-life situations. The researcher was able to access public experiences that he/she could compare with already existing literature (Freitas, 2015). However, scholars such as Johnson (1994) and Noor (2008) outline that the case study research design is limited in producing rigorous research. They argue that generalisability is often not attained through case study research. To counter these limitations, the researcher made use of a descriptive research design as well.

Descriptive Research Design

According to Plooy-Cilliers, Davis and Bezuidenhout (2014), the main purpose of a descriptive research design is to give the reader of his/her findings a detailed description of the characteristics or relationships that exist between the research variables and the nature of a research aspect as accurately as possible. This research adopted a descriptive research design to describe the impact of training and skills development on the leadership performance of municipal employees towards service delivery, not only in the Mandeni Municipality, but elsewhere in South Africa. Descriptive studies play a crucial role in providing a phenomenological understanding of variables. This helps the researcher to produce research that provides facts and assumptions that are measurable (Babbie & Mouton, 2001). A descriptive research design helped the research establish the relationship between leadership as an independent variable and effective service delivery as a dependent variable in local government development. Thus, the design helped the researcher establish the key challenges existing in the Mandeni Municipality and how these challenges can be addressed and how these results can be utilised in other local governments in South Africa to shape the quality of leadership towards sustainable service delivery processes.

4.3. Research Approach

There is more than one method of conducting research. According to Welman et al. (2012), a research approach is a tool or a method that a researcher utilises to collect data from primary research participants. According to Piergiorgio (2013), research strategies fall into three main domains: qualitative, quantitative, and mixed-methods research approaches.

This study made use of a quantitative research approach. Quantitative research is a study conducted to test objective theories as a measure to examine and establish the relationships that exist among variables (Creswell, 2014). Quantitative data is collected using survey questionnaires which consist of mainly closed-ended questions. Quantitative data is analysed using statistical instruments that generate numerical data information and descriptive statistics, consisting of bar graphs and pie-charts. It provides more consistent results in generalising certain variable patterns in a society. Thus, the survey questionnaires allowed the researcher to establish the leadership patterns that affect service delivery in the Mandeni Municipality.

Advantages and Disadvantages of Quantitative Approach

The use of the quantitative approach was advantageous in assisting the researcher in understanding the descriptive statistics and dominant perspectives surrounding leadership at the Mandeni Municipality. Quantitative research is crucial because the researchers mainly use quantitative data to generalise findings across a population or sub-population since they are based on a larger sample than qualitative studies (Rahman, 2017). Using the quantitative research approach is more time conscious when analysing data since it involves statistical tools such as SPSS, generating faster results. Quantitative research relies on positivist paradigm measuring variables, making it easier to understand the differences or impact of one variable on another variable in a particular environment, among groups or within a group. However, there are disadvantages associated with quantitative research that were experienced in this research. The positivist paradigm is limited when it comes to giving a meaningful understanding of the social phenomenon that exists among groups of people under study. This means that it becomes challenging for the researcher to ascertain deep meanings and explanations that might have been detailed using qualitative interviews or focus groups. It is also challenging to ascertain the social realities that shape and maintain the existing factors in an environment under study using positivist paradigms. However, to address these

disadvantages, the researcher used existing literature mainly conducted using qualitative research to close the social phenomenon gap. Despite the study using quantitative data, the researcher managed to triangulate the information using existing qualitative studies relevant to the study. These disadvantages did not greatly affect the researcher, since the researcher had extensive research training during honours research courses and was able to conduct the field work in time, allowing ample time to present the independent quantitative data in a feasible process.

4.4. Target Population and Sampling

A target population is the entire set of units which the survey data uses to make inferences while a sample population is the number of sample units selected for contact or data collection (Lavrakas, 2008:782). This study was carried out in the Mandeni Municipality. The study's target population included councillors, municipal managers, community leaders (civil society leaders, traditional leaders, ward committees and political actors) and other relevant community members.

Sampling Methods

Sampling is a science that originated from the realisation that not all items in a population can be examined given the time and resource constraints. Thus, the practicality of things in terms of time and resource limitations gave rise to sampling. This is where a researcher only identifies a certain number of people or items in a population that needs to be examined (Landerneau, 2013). Sampling types can be divided into two main domains, namely, probability sampling and non-probability sampling. Under probability sampling, the respondents who are earmarked to participate in the research are selected from the total population using random selection as a method (Landerneau, 2013). Examples of probability sampling methods include random sampling, stratified random sampling, systematic random sampling, and quota sampling (Landerneau, 2013). Non-probability sampling does not involve the random selection of respondents but uses the explicit judgment and experience of the researcher to decide who should be included in the research (Wilson, 2010). Examples of non-probability sampling methods include purposive sampling, convenience sampling and snowball sampling.

A convenient sampling strategy was adopted in conducting this study. Willing and available participants were interviewed using both closed- and opened-ended questionnaires. This aided the researcher to gather relevant and detailed data through a clear approach that awarded every person an opportunity to participate in the study. This was an advantage since convenient sampling allowed the researcher to gather information from participants that were accessible and willing to participate. This allowed the researcher to conduct the research faster, considering that there was a timeframe in which to complete the research.

Sample Size

A sample size in research refers to the gathering of views from, for example, a small number of people. Those views are then extrapolated to represent the views of the remainder of the population that has not been examined (Wilson, 2010). The number of people who are employed by the Mandeni Municipality are around 234 (Mandeni Local Municipality IDP, 2012-2017). The sample size for surveys should consist of at least a third of the entire population (Creswell, 2015). Therefore, 80 survey questionnaires were distributed amongst the municipal workers in Mandeni. All the survey questionnaires were responded to.

4.5. Data Collection

Data in conducting research can be collected through primary or secondary data approaches. This is a quantitative study in nature and it help to understand the key perceptions and practices in the municipality. The study utilised secondary sources and survey questionnaires to gather relevant and original information for the study.

Secondary Data Collection Tools

The secondary data was gathered by reviewing relevant literature. Secondary data is the analysis of available or existing data on a particular subject. According to Creswell (2014), it consists of information that already exists and has been published in various sources. McGinn (2008) notes that to gather trustworthy secondary data, one must collect data from peer-reviewed journals, credible online articles, and e-books from recognised sources and institutions, excluding Wikipedia or Geesebooks, for research. The use of secondary information made it easier and quicker for the researcher to explore and glean relevant information pertaining to local government leadership and service delivery from various cases

around the globe. This means the researcher could easily compare the information pertaining to local government leadership issues in South Africa.

In gathering secondary data, the researcher made use of the University of KwaZulu-Natal's (UKZN) libraries and the UKZN online library portal to access peer-reviewed journal articles, books, relevant academic and governmental websites, and all-important business documents and non-profit organisations' reports. Therefore, the researcher had the opportunity to conduct an extensive desktop research study on local government leadership challenges and opportunities in improving leadership roles towards effective service delivery, not only in South Africa, but elsewhere across the world. This enabled the researcher to build research on solid literature and the theoretical background which helped in unpacking the views on the role of leadership in service delivery in South Africa's local governments, particularly in the Mandeni Municipality.

Primary Data Collection Tools

Primary data is information that is collected directly from people (interviews, focus groups, surveys, and observations), letters or personal journals. It is the original, accessed by the researcher toward fulfilling the objectives of the study (Chinnathambi et al., 2013). Data collection tools used in research can be in many forms depending on the research approach being used.

This study utilised survey questionnaires in collecting data. This allowed the researcher to gather quantitative information for analysis. The researcher first sent an information letter via email to all the employees at Mandeni and all the interested participants responded. The researcher went to the municipality and distributed the hard copy survey forms which were collected after an hour upon completion.

Survey Questionnaires

Survey questionnaires are also referred to as structured interviews. These are quantitative data collecting tools which are mainly used to conduct surveys in establishing the relationship between variables in a particular setting (Crow, 2013). These surveys are conducted through a survey guide which consists of closed-ended questions which are answered specifically with a

yes/no response or through a Likert scale of agree/disagree responses. Creswell (2014) notes that surveys are used in quantitative research to help identify specific patterns of behaviour that exist in a particular environment or group (work or community).

The researcher self-administered 80 structured survey questionnaires to employees and managers of the Mandeni Municipality who were willing to participate in the research. No interviews took place. The researcher went to the Mandeni Municipality and asked for permission from the managers to speak to the employees concerning the research and announced the objectives and research interests. The individuals that were willing to participate indicated their interests and were given the questionnaires. The surveys sought to understand the impact of leadership dynamics on the quality of the service delivery rendered in the Mandeni Municipality. This is considered critical in this study, as the findings of this survey would help in understanding the role of leadership in establishing sustainable service delivery systems, not only in the Mandeni Municipality, but in South Africa as a whole.

4.6. Data Analysis

Data analysis is understood as a process of organising and interpreting information gathered during the research (Bush & Burns, 2003). The data collected from primary and secondary sources had to be collated and categorised to provide clear and understandable explanations of the key research objectives and the available information. There are various ways of analysing data depending on the research approach used. In this case, the study used a mixed-methods approach. Thus, it used both qualitative and quantitative ways of analysing data. Qualitative data in this study was analysed using thematic analysis, while quantitative data was analysed using descriptive statistics.

Descriptive Statistics

Descriptive statistics refers to the organisation, interpretation and summarising of information through numerical values (Jones & Gratton, 2004). The data collected through quantitative tools such as survey questionnaires makes use of descriptive statistics to give numerical values of patterns and behaviours that cause certain desired or undesired outcomes in a community. The data collected through quantitative surveys was put into the SPSS software to generate tables, charts, and graphs of the frequencies. Therefore, the use of descriptive statistics helped

the researcher to explain the extent to which leadership dynamics positively or negatively influence service delivery processes in the Mandeni Municipality.

Thematic Content Analysis

Thematic content analysis (TCA) is a data analysing approach that involves the arranging and categorising of key related ideas (Maguire & Delahunt, 2017). In this case, TCA was used for the discussion of findings reflecting on the quantitative findings in relation to the existing qualitative secondary studies. Strauss and Corbin (2010) identify three types of coding, namely, open, axial, and selective coding which are essential in thematic analysis. In this case, the researcher made use of open coding whereby common findings were identified from the secondary sources. The quantitative descriptive statistics were discussed and analysed pertaining to the role of leadership and effective service delivery in local governments. Therefore, the organising of this information into key related themes helped the researcher to discuss the findings in a simple and straightforward manner.

Thematic content analysis also allows for the comparing and analysing of data from various sources like primary and secondary data sources for compatibility and conformability. This helped to endorse the quality and trustworthiness of the findings. All the relevant data analysed thematically was drawn from in-depth interview data, published works and statistical data. This ensured the compatibility of the information and guaranteed that the findings and conclusions reached in this study were comparable and compatible among the various sources.

4.7. Data Quality Control

According to Welman et al. (2009), reliability refers to the extent to a measure is consistently applied in a research. In this research, reliability was ensured by using a uniform interview guide and survey questionnaire with all the participants. The researcher made sure that all the survey questions on every questionnaire were the same to ensure consistency. More so, the researcher first conducted a pilot study with three willing participants to establish if the questions in the survey guide were clear and understandable before administering it. The researcher made use of simple and straightforward English in writing this dissertation to ensure that it is understandable and that the results can be easily explained and applied in other contexts, thus making the research transferable and dependable. Transferability refers to the

degree in which the research can be transferred to other contexts by making comparisons with similar situations and circumstances obtained in other contexts. If the research is comparable and similar, the research findings would be deemed more credible (Denzin & Lincoln, 2011). Dependability ensures that the research findings are consistent and can be repeated (Denzin & Lincoln, 2011:86).

Validity refers to the extent to which a question in the interview guide measures the intended constructs that it is intended to measure (Strauss & Corbin, 2010). Thus, validity was ensured by making sure that the questions in the interview guide were in sync with the aims of the research, the statement of the problem, and the objectives of the research. Thus, the data compiled was clear and easy to present and analyse according to the expected procedures of analysing quantitative research. The researcher also ensured that there were no mistakes in the process of integrating the data collected. Thus, all the quantitative data was generated using a statistical tool (SPSS) and a thematic arrangement of the discussion to make sure that the findings were clear and simple. This helped to ensure trustworthiness. Trustworthiness will be ensured by ensuring that the research findings will be supported by the collected data (Denzin & Lincoln, 2011).

The credibility in qualitative research involves analysing the outcomes of the research to make an assessment as to whether the research findings are credible, sensible, and understandable in the circumstances (Denzin & Lincoln, 2011). To gain satisfaction that the findings were credible, the triangulation of data was performed whereby the researcher compared the findings to existing studies and literature on issues regarding leadership, service delivery and local governments to look for the degree of deviation. The greater the deviation from the mentioned sources may cause the credibility of the findings to be questioned. This might require further corrective work or repeating the interviews.

4.8. Ethical Considerations

The study was designed in a way that attempts to focus on the expected ethical standards and principles related to the research. These include the following:

- The researcher got written permission from the Mandeni local municipality before conducting the field research.

- The researcher got informed consent from the respondents by first explaining the research aims and the fact that the respondents' information and identity will be kept confidential and anonymous before asking the respondents to voluntarily sign letters of consent to participate in the study.
- The researcher made sure that all the information referenced and used from any source is acknowledged.
- The research instrument only requires specific questions and there were no deviations which may violate individual privacy and personal dignity.
- The product of this study does not show the participants' identity. This ensured the anonymity, and privacy of the participants. Thus, the participants' identity remained protected and was not mentioned at all.

4.9. Chapter Summary

This chapter provided detailed information on the methodological procedures conducted in fulfilling the objectives of this research. It clearly outlined the research design and approach, the study area, and the target population. It gave a detailed outline of the population sampled in gathering data for the research and how the surveys were completed. Therefore, the chapter presents the empirical processes encountered in producing the research study.

CHAPTER FIVE

PRESENTATION OF FINDINGS, DISCUSSION AND ANALYSIS

5.1. Introduction

This chapter comprises of the presentation of the findings, discussion, and analysis. The chapter provides a detailed presentation of the study results acquired through quantitative surveys in the Mandeni Municipality. The results are presented using quantitative descriptive statistics which consists of tables, charts, graphs, and narratives generated through SPSS statistical tools. The key objectives of the study are used as the guiding frameworks in the presentation and analysis of the study findings. The objectives include:

- To explore the challenges facing the Mandeni Local Municipality towards development and financing
- To evaluate the quality of skills, training, and support services the Mandeni Local Municipality leaders are exposed to in addressing development and financial challenges
- To examine the role leadership can play in addressing the development and financial challenges affecting the Mandeni Local Municipality
- To provide recommendations on strategies for effective leadership and financial reform in the Mandeni Local Municipality

With the guide of these objectives the study, this chapter presents detailed results on the findings of the surveys conducted in the Mandeni Municipality to understand the role of leadership in capacitating the municipality towards effective public service delivery. Therefore, the survey questionnaire was designed to exploit the experiences, strategies, work environment motivation, and skills development in Mandeni. The results and analysis will be presented followed by the discussion of the findings drawn from the employees of Mandeni.

5.2. Response Rate of the Participants in the Mandeni Municipality

The response rate is characterised as the level of individuals who react to the review (Regelberg & Stanton, 2017). The reaction rate estimation is vital, as it connotes the precision and convenience of the examination's discoveries. The response rate empowers the specialist to sum up the discoveries to the investigation's populace. It is likewise the premise whereupon the analyst can make substantial conclusions whereupon resulting proposals can be made. Regelberg and Stanton (2017) notes that a higher reaction rate prompts higher believability

among key partners. These survey questionnaires were distributed to N=80 targeted employees of the Mandeni Municipality who all managed to complete and return the questionnaire. This means there was a 100 per cent response and completion rate of the surveys. In social studies research, it is important to have a response of approximately 50 per cent or more if the gathered data is to be considered accurate (Babbie, 2012). Considering the impressive response rate of the participants in this study, the following section presents the results acquired from the surveys conducted in the Mandeni Municipality.

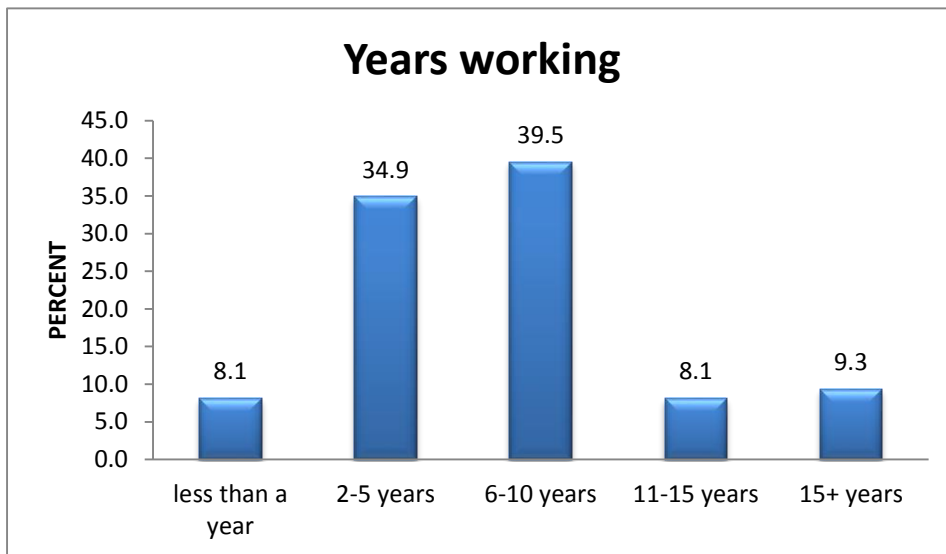
5.3. Presentation of Results

This section presents the results acquired from the Mandeni Municipality employees. These results provide crucial information which might help in clarifying the important role leadership dynamics can play in influencing effective public service delivery and financial stability in municipalities across South Africa. According to Morudu (2017), South African municipalities have been facing challenges which have resulted in various protests. This has also been the case in the Mandeni Municipality in the past decade. Thus, the results on the work experience, workplace motivation, frequency of leadership training and development programmes, competency of financial leadership and quality of leadership approaches being used in the Mandeni Municipality will be presented and analysed reflecting on the existing literature and key theoretical underpinnings of the study.

5.3.1. Work Experience of Mandeni Local Municipality Employees

The respondents from the study were asked to indicate their work experience at the organisation. In Figure 5.1 below, it is evident that 39.5 per cent of the respondents had 6 to 10 years of experience, while 8.1 per cent had 11 to 15 years of experience, with an additional 9.3 per cent indicating that they had 15 or more years of experience. Of this, 34.9 per cent indicated that they had experience of 2 to 5 years, while 8.1 per cent of the respondents had less than 1 year of work experience at the Mandeni Municipality. These findings reveal that more than 50 per cent of the employees at the Mandeni Municipality have been working there for more than 6 years. Understanding employee work experience is important to help understand and assess the quality thereof. The results show that the respondents had knowledge of the organisation. These results improve the credibility of the results of the study.

Figure 5. 1: work experience of employees

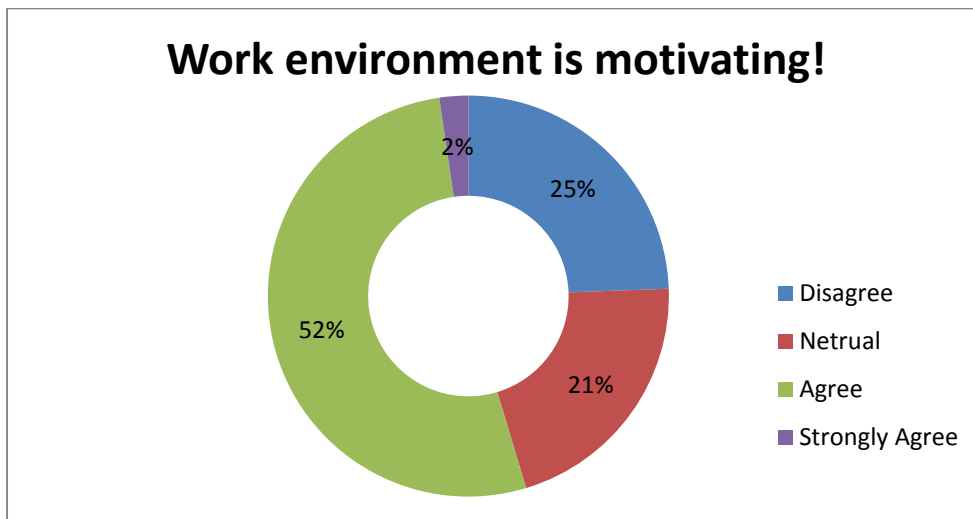


The fact that more than half of the employees have been working at the municipality for a long period of time can give a broad imagination of what the work environment is like. One would assume that the work environment is accommodating and motivating to its employees.

5.3.2. Work Environment Motivation

A work environment is one of the places that employees spend most of their time outside of their home. Studies reveal that a workplace environment plays an important role in motivating employee performance (Ye & Liang, 2010; Porter, 2016). The following results show the relationship between the work environment and the motivation of employees in the Mandeni Municipality.

Figure 5. 2: Work environment motivation

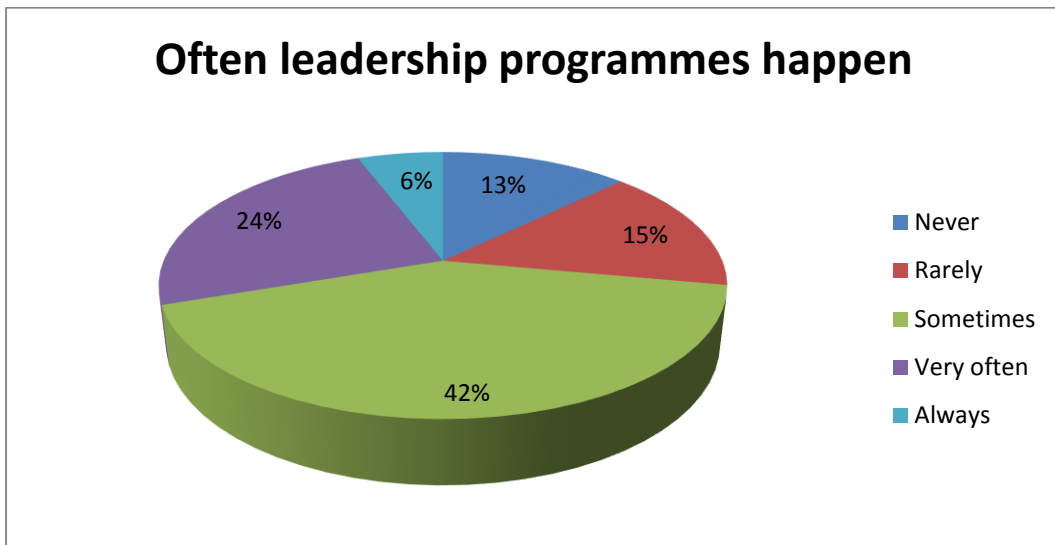


From the study, most of the respondents consider the work environment to be motivating. This is clearly shown in Fig 5.2 with 52 per cent of the respondents agreeing that the work environment is motivating, while an additional 2 per cent also strongly agreed. Further, 21 per cent of the respondents gave a neutral response, and a notable 25 per cent disagreed that the work environment is motivating.

5.3.3. Frequency of Leadership Programmes in the Mandeni Municipality

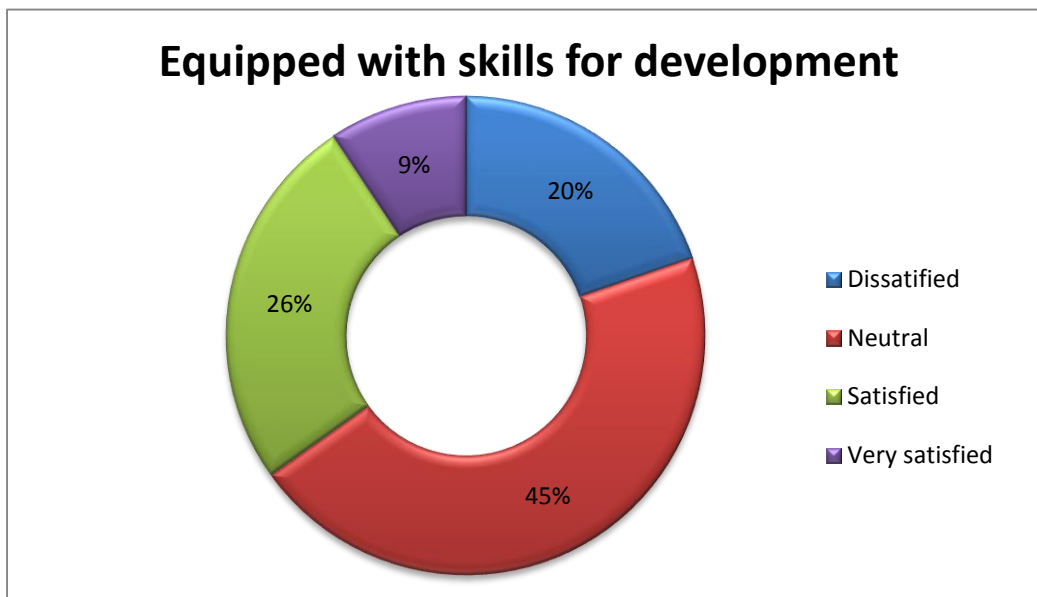
The results in Figure 5.3 below show the frequency in which leadership programmes are conducted in the Mandeni Municipality. The responses show that 42 per cent of the respondents indicated that leadership programmes occasionally occur at the Mandeni Municipality. Further, 24 per cent of the respondents also indicated that leadership programmes happen often, while 6 per cent of the respondents stated that leadership programs always happen. However, 15 per cent indicated that leadership programmes rarely happen, while 13 per cent indicated that these programmes never happen.

Figure 5. 3: Frequency of leadership programmes



5.3.4. Level Leaders are Equipped with Skills for Development

Figure 5. 4: Equipped with skills for development



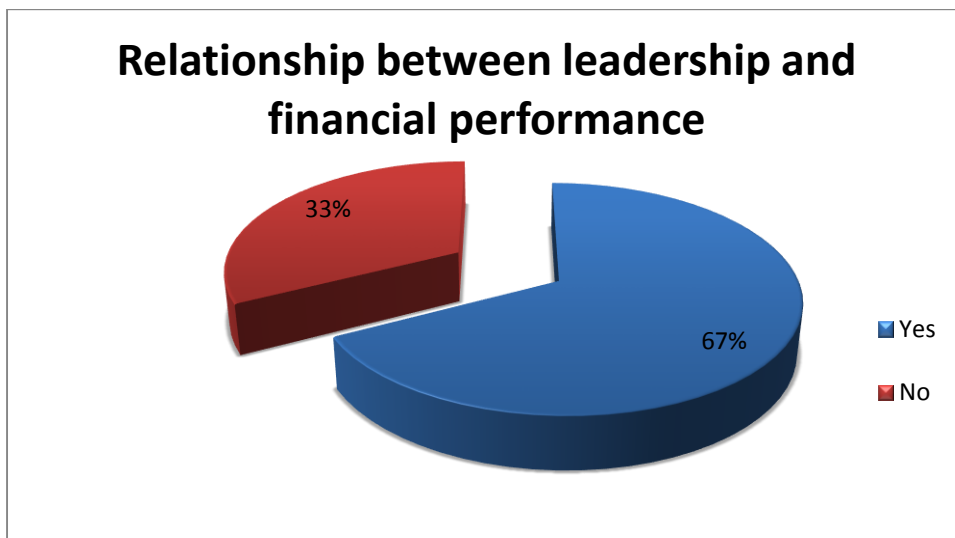
Evidence from the study as shown in Fig 5.4 reveals that most of the respondents are undecided on whether employees are equipped with skills for development with 45 per cent being neutral. This can be attributed to the lack of knowledge of what the respondents believed were the right standards for development. However, evidence from the study also showed that a significant

number (26%) of the respondents indicated that employees are satisfied with the skills for development. Further, nine per cent of the respondents showed that they were very satisfied with how employees are equipped for development. It can also be noted that 20 per cent of the respondents showed that they were dissatisfied with how employees were not equipped with skills for development. Most of the respondents were not sure whether employees are equipped for skills for development or not. Considering this lack of certainty revealed through these results, one might assume that there is a need for employees to be oriented on the importance of skills for development.

5.3.5. Relationship between Leadership and Financial Performance

The results in Fig 5.5 below show that most of the respondents are in agreement that there is a relationship between leadership and performance in their workplace at the Mandeni Municipality.

Figure 5. 5: Relationship between leadership and financial performance



The findings reveal that 67 per cent of the respondents agreed that there is a relationship between leadership and financial performance, while only 33 per cent of the respondents indicated that leadership does not affect financial performance. This implies that various attributes of leadership including working experience and being equipped with skills for development influence the financial performance at the Mandeni Municipality.

Table 5. 1: How employees are equipped with skills for development

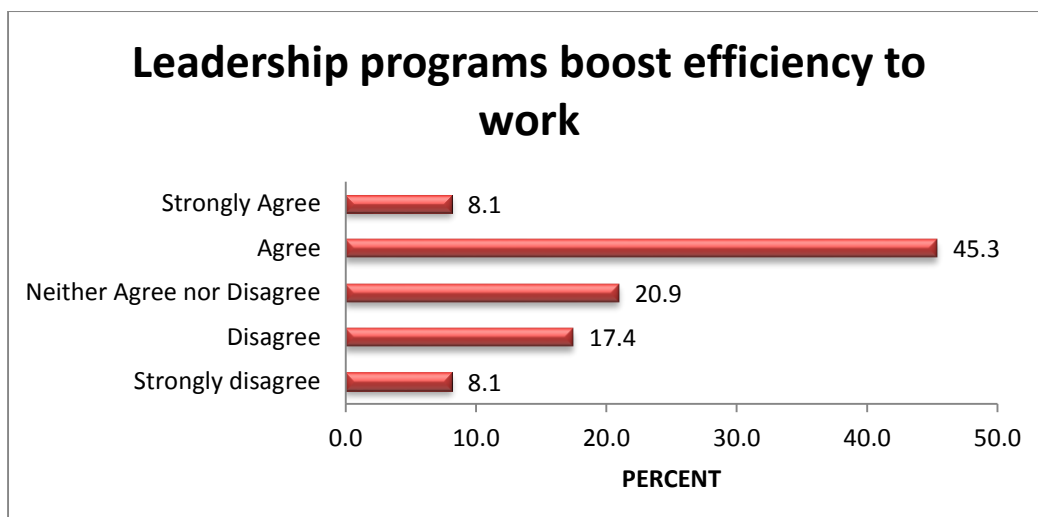
		Years Working for Mandeni Municipality (n=86)%		p-value
		Yes	No	
Equipped with Skills for Development	Very Dissatisfied	0	0	0.02**
	Dissatisfied	13.8	32.1	
	Neutral	38	60.7	
	Satisfied	34.5	7.2	
	Very Satisfied	13.7	0	

Note: *, ** and *** represent significance at 10%, 5% and 1%

The results in Table 1 above indicate the significant relationship between leadership and financial performance with the satisfaction of employee skills to effectively facilitate development and ensure financial sustainability in the Mandeni Municipality, (p=0.02). This implies that employees' views on the relationship between leadership and financial performance influence the individual satisfaction of employee's skills in development and ensuring financial sustainability. Thus, employees who view a relationship between leadership and financial performance are more likely to be satisfied with employee skills to effectively facilitate development and ensure financial sustainability in the Mandeni Municipality.

5.3.6. Ability of Leadership Programmes in Boosting the Ability to do Work Effectively

Figure 5. 6: How leadership programmes boost efficiency to work



If leadership programmes make a huge impact in boosting the work performance outcomes of employees, it was important to understand the responses and views of municipal employees at Mandeni. Figure 5.6 above reveals the findings on the ability of the leadership programmes conducted at the Mandeni Municipality to boost the efficiency to work. Most of the respondents indicated that leadership programmes boost the efficiency to work, with 45 per cent of the respondents agreeing that leadership programmes boost the efficiency to work, while 8.1 per cent of the respondents strongly agreed that leadership programmes boost the efficiency to work. However, some of the respondents disagreed with the fact that leadership programmes boost the efficiency to work with 17.4 per cent of the respondents disagreeing, while an additional 8.1 per cent strongly disagreed. Further, 20.9 per cent of the respondents were not sure about their position with regard to whether leadership programmes boost the efficiency to work. These results imply that the performance of the employees at the Mandeni Municipality is influenced by the leadership programmes.

Table 5. 2: How leadership programmes boost efficiency

Years Working for Mandeni Municipality	p-value

		(n=86)%		
		Yes	No	
Leadership	Strongly Disagree	6.9	10.7	0.006***
	Disagree	8.6	35.7	
Programmes Boost	Neither Agree nor	19	25	
Efficiency to Work	Disagree			
	Agree	53.4	28.6	
	Strongly Agree	12.1	0	

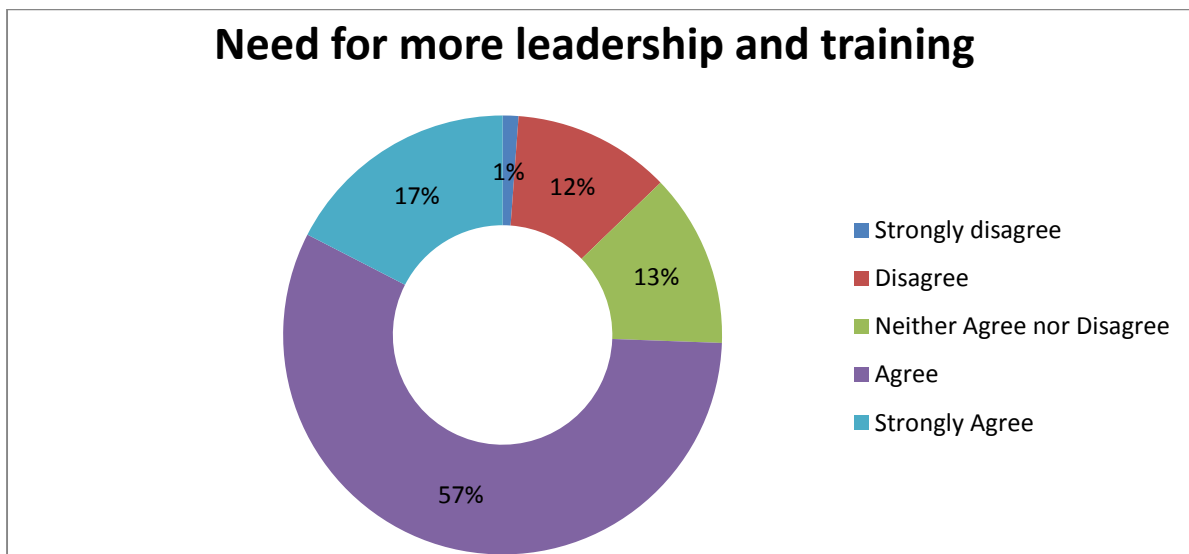
Note: *, ** and *** represent significance at 10%, 5% and 1%

Results in Table 5.2 show an insignificant relation between viewing a relationship between leadership and financial performance with the satisfaction of leadership programmes to boost efficiency at the Mandeni Municipality ($p=0.006$). This implies that the employees' views on the relationship between leadership and financial performance influence individual satisfaction regarding leadership programmes in boosting efficiency. Thus, employees who view a relationship between leadership and financial performance are more likely to be satisfied with leadership programmes to boost efficiency at the Mandeni Municipality.

5.3.7. Need for More Creative Leadership and Training

Figure 5.7 below shows the presentation of results revealing the responses of employees at the Mandeni Municipality pertaining to the need for more creative leadership and training. Of this, 57 per cent of the respondents indicated and agreed that there is a need for more creative leadership and training in the municipality. While 17 per cent of the respondents strongly agreed to the sentiment that there is a need for more creative leadership and training in the Mandeni Municipality.

Figure 5. 7: Need for more creative leadership and training

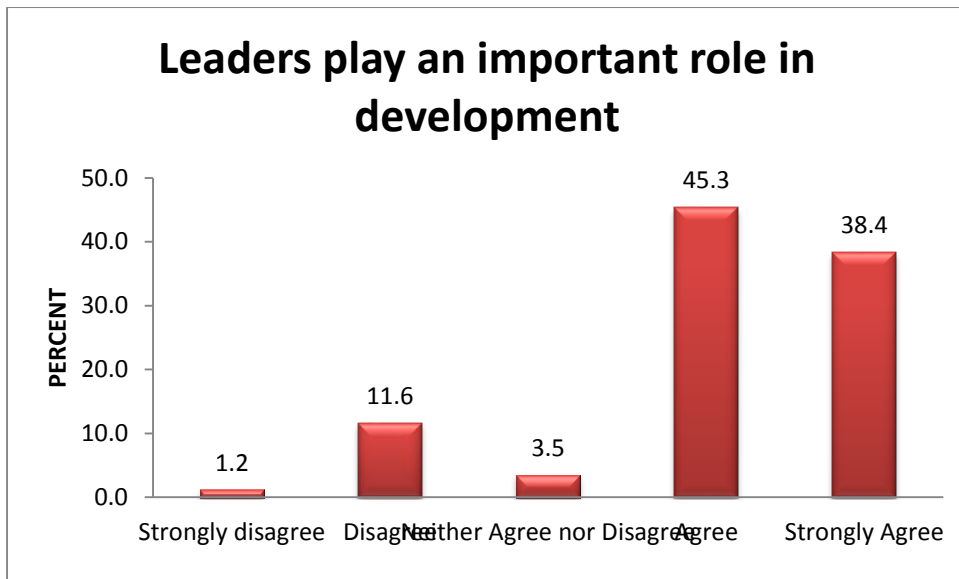


The study reveals that some of the respondents disagreed that there is a need for more creative leadership and training. This includes 12 per cent of the respondents who disagreed to the need of having more creative leadership and training and an additional 1 per cent who strongly disagreed to this assertion. Further, 13 per cent of the respondents neither agreed nor disagreed that there is a need for more creative leadership and training. The results shown in Figure 5.7 imply that the performance of employees at the Mandeni Municipality is influenced by leadership with a level of creativity and training affecting the performance of the employees.

5.3.8. Importance of Leaders in Development

From the study, the respondents were asked whether leaders play an important role in development. This was essential to understand the value of the leadership role in the growth and management of municipalities. Evidence in Figure 5.8 below shows that most of the respondents agreed with leaders playing an important role in development with 45.3 per cent of the respondents acknowledging the importance thereof. In addition, 38.4 per cent of the respondents strongly agreed that leaders play an important role in development. About 11.6 per cent of the respondents disagreed, 1.2 per cent of the respondents strongly disagreed and 3.5 per cent of the respondents remained neutral on whether leaders play a crucial role in development.

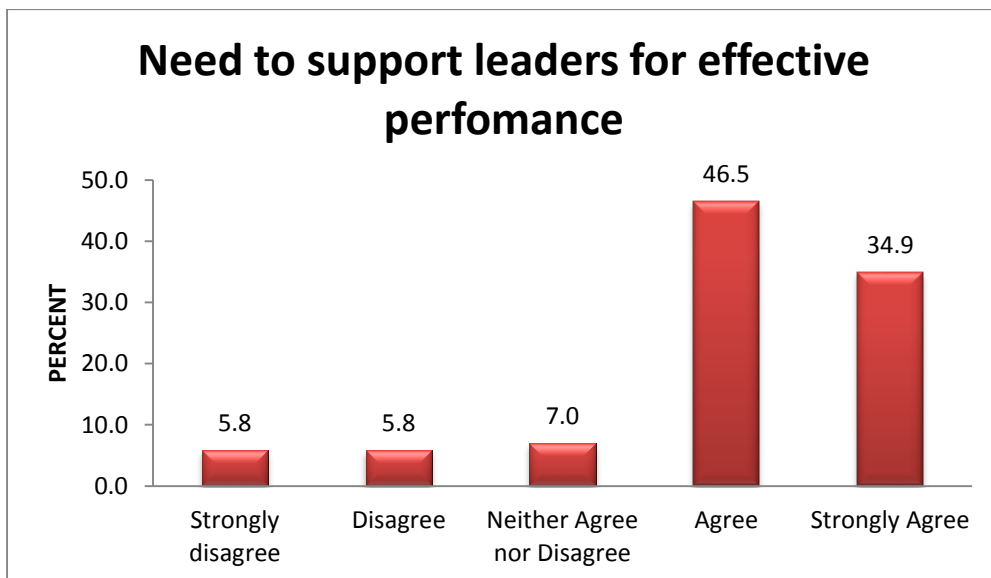
Figure 5. 8: Importance of leadership role in development



The results from the study imply that most of the employees at the Mandeni Municipality believe that leadership is crucial in development and that the various attributes of leaders can affect performance at the Mandeni Municipality.

5.3.9. Need to Support Leaders for Effective Performance

Figure 5. 9: Need to support leaders for effective performance



It was important to understand if there is much need for relevant support structures for the leaders to achieve the essential. To note that the success of every leader also depends on the (internal or external) support that is given to them to achieve the stipulated goals. From the results in Figure 5.9, 46.5 per cent of the employees agreed that there is a need for more support in training leaders to promote effective performance in the Mandeni Municipality followed by 34.9 per cent who strongly agreed and 7 per cent who were neutral. Thus, most of the respondents acknowledged the need for the support of leaders for effective performance. Only 5.8 per cent of the employees strongly disagreed or disagreed, respectively. This could be attributed to the contribution of training over the past years in developing leaders that are effective in facilitating development in the Mandeni Municipality.

Further analysis shows that employees with more years of working strongly agreed (57.15%) to the statement that there is a need for more support in training leaders to promote effective performance in the Mandeni Municipality compared with employees with fewer years of working (14.3%). The strong agreement could be linked with the past experiences of previous training programmes which have seen leaders becoming more effective and efficient in delivering service.

The chi-square results show that there was no significant relationship between the years working at the Mandeni Municipality with the need for more support in training leaders. Thus, the need for more support in the training of leaders was not influenced by the years of working at the municipality.

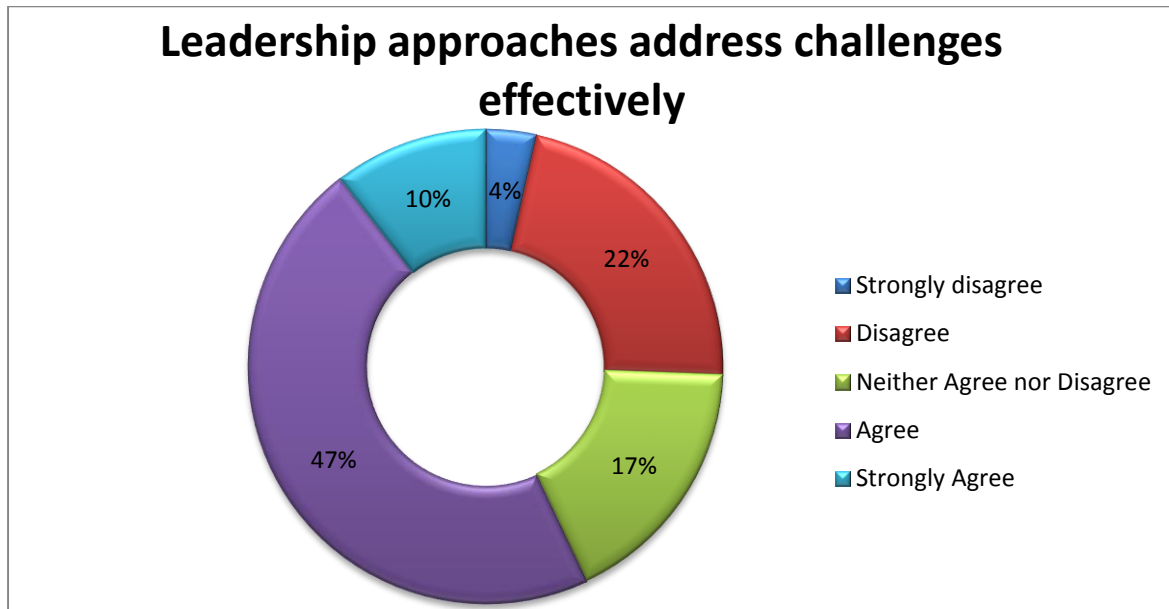
Table 5. 3: Need to support leaders for effective performance

		Years Working for Mandeni Municipality (n=86)%					p-value
		less than a year	2-5 years	6-10 years	11-15 years	15+ years	
There is a need for more support in training leaders	Strongly Disagree	14.3	6.7	5.9	0.0	0.0	0.876
	Disagree	0.0	3.3	8.8	14.3	0.0	
	Neither Agree nor Disagree	14.3	13.3	2.9	0.0	0.0	
	Agree	42.9	40.0	50.0	57.1	50	
	Strongly Agree	28.6	36.7	32.4	28.6	50	

Note: *, ** and *** represent significance at 10%, 5% and 1%

5.3.10. Capability of Leadership Approaches Used in Addressing Challenges Effectively

Figure 5. 10: Effectiveness of leadership approaches in addressing challenges effectively

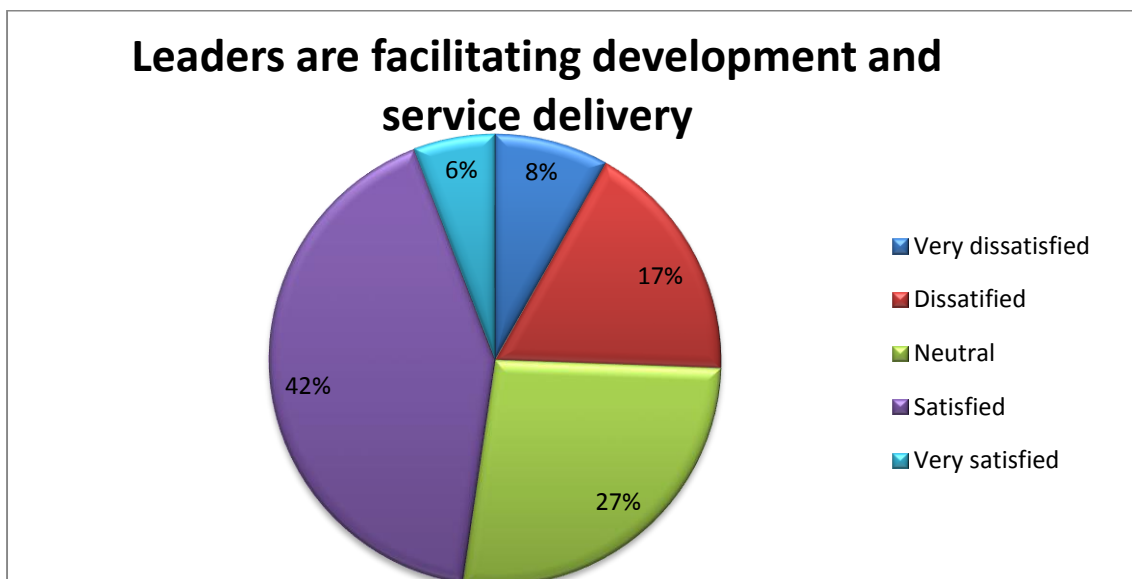


The results in Figure 5.10 indicate that most of the respondents agree that the leadership approaches that are being employed at the Mandeni Municipality are considered effective in

addressing the challenges of the employees. This is evidenced by 47 per cent of the respondents who agreed that leadership approaches address the challenges effectively. In addition, ten per cent also strongly agreed that leadership approaches address their challenges. On the other hand, 22 per cent of the respondents disagreed, while 4 per cent of the respondents strongly disagreed. Further, 17 per cent of the respondents indicated that they neither agreed nor disagreed. Understanding the effectiveness of these approaches was important to understand the quality of leadership approaches and the role leadership is playing in developing and shaping the effectiveness of employees in doing their job. These results could be attributed to the fact that the leadership approaches that have been employed at the Mandeni Municipality have been able to help resolve the challenges of the organisation.

5.3.11. Leaders Facilitating Development and Service Delivery

Figure 5. 11: Effectiveness of leaders in facilitating development and service delivery



Understanding the role of leaders in facilitating development and service delivery in Mandeni was one of the important aspects the study sought to discover. In every work environment, employees must be exposed to skills development and growth to maximise their impact in delivering relevant services. The respondents were asked whether the leaders were facilitating development and service delivery. The results from the study as shown in Figure 5.11 reveal that 42 per cent of the respondents were satisfied that the municipal leaders who were facilitating development and service delivery. In addition, six per cent of the respondents

showed that they were strongly satisfied that the leaders were facilitating development and service delivery.

Further analyses shows that 27 per cent of the respondents were neutral with regard to whether the leaders were facilitating development and service delivery. However, some of the respondents indicated their dissatisfaction of the ability of the leaders in facilitating development and service delivery in Mandeni. These respondents include 17 per cent who were dissatisfied that leaders were facilitating development and service delivery and, an additional, 8 per cent who indicated that they were strongly dissatisfied that leaders were facilitating development and service delivery. The results of the study could be attributed to the contribution of leaders in prioritising development and service delivery at Mandeni.

5.3.12. Do Leaders do their Best in Addressing Challenges?

The respondents were asked whether leaders do their best to address challenges. The results from the study show that most of the respondents agreed that leaders do their best to address challenges, with 58.1 per cent of the respondents acknowledging that leaders do their best to address challenges, while an additional 3.5 per cent strongly agreed that leaders do their best to address challenges.

Figure 5. 12: Leaders do their best to address challenges

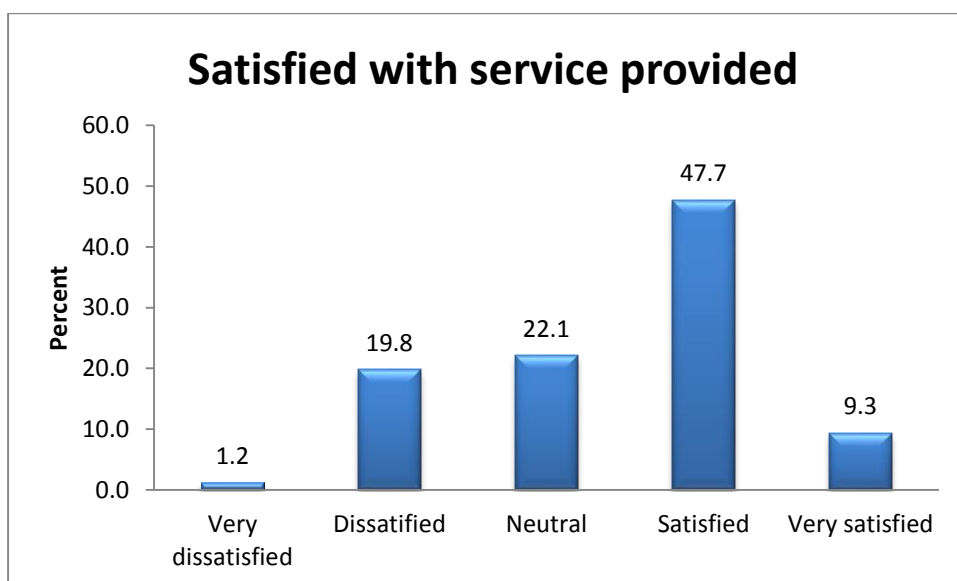


The results from the study also show that 24.4 per cent were neutral on whether leaders do their best to address challenges. Despite most of the respondents expressing that leaders do their best to address challenges within the municipality, some of the respondents expressed their disagreement. Thus, 12.8 per cent disagreed that leaders do their best to address challenges, while 1.2 per cent of the respondents strongly disagreed that leaders do their best to address challenges. These results could be attributed to the commitment that has been shown by the leaders at the Mandeni Municipality in trying to deal with various challenges at the organisation.

5.3.13. Satisfaction with Services Provided

This study sought to understand if the employees were receiving all the relevant work services to their satisfaction as employees. Figure 5.13 below reveals that 47.7 per cent of the respondents were satisfied with the service that was provided. In addition, 9.3 per cent of the respondents indicated that they were very satisfied with the services that were provided. However, 19.8 per cent of the respondents were also dissatisfied with the services that were provided, with 1.2 per cent of the respondents indicating that they were dissatisfied with the services that were provided. Thus, 22.1 per cent of the respondents were undecided on the satisfaction of the services. This implies that most of the people are satisfied with the services provided. This could be attributed to the improvement of the services provided at the Mandeni Municipality for the past five years.

Figure 5. 13: Satisfaction with services



5.3.14. Relationship between Years of Working and Satisfaction with Services Provided

Table 5. 4: Relationship between years of working and satisfaction with services provided

		Years Working for Mandeni Municipality (n=86)%					p-value
		less than a year	2-5 years	6-10 years	11-15 years	15+	
Satisfied with service provided	Very	0	0	3	0	0	0.076*
	Dissatisfied						
	Dissatisfied	42.8	20	17.6	28.6	0	
	Neutral	28.6	40	5.9	14.2	25	
	Satisfied	28.6	30	64.7	28.6	75	
	Very satisfied	0	10	8.8	28.6	0	

Note: *, ** and *** represent significance at 10%, 5% and 1%

The results in Table 5.4 above show a significant relationship between the years of working with employee satisfaction regarding effective service delivery by the Mandeni Municipality ($p=0.076$). This implies that the years of working influences employee satisfaction regarding service delivery in the Mandeni Municipality. Thus, employees with more years of working are more satisfied with the Mandeni Municipality service delivery compared with employees with less years of working. This could be attributed to the different leadership dynamics of the various workers at the municipality.

5.4. Discussion of Findings

The section above presented and interpreted the results gathered towards the completion of this study. This section will discuss these findings to identify and present key ideas and themes that identify the challenges and understand the experiences, the quality of skills and training being used in developing the employees, and the roles of leadership in the development and service delivery of the Mandeni Municipality.

5.4.1. Understanding of Employee Experiences

The results from the study showed that most of the employees at the Mandeni Municipality are well experienced. Further, the results show that there is still a need for employees to obtain more support in training leaders to promote effective performance in Mandeni. These results are supported by the Municipal Capacity-Building Strategy (2009) which states that municipalities must have the right human resources personnel with the correct experience and who are trained properly. These results are supported by Rowe (2014) who indicated that having the right human resources at the right time and right position is critical for the performance of organisations.

5.4.2. Work Environment Motivation

From the study, most of the respondents believe that the work environment is motivating. Only an insignificant number of the respondents indicated that they did not believe that the work environment was motivating. These results are in line with Miller (2015) who debates that for leaders to be effective, they must be given the freedom to challenge and empower managers to reach their full potential in executing their duties. In addition, there is substantive evidence in literature which shows that there is a significant relationship between work environment motivation and performance. For instance, Naidoo (2010) and Xolile (2011) show that there is a significant relationship between work environment motivation and performance.

In addition, literature emphasises the importance of the work environment in the achievement of good performance. Scholars such as Pityana (2013) insist that for an organisation to perform well, the working environment must be motivating. Motivation is also important in theory. For instance, in Maslow's Hierarchy of Needs, motivation is believed to improve the performance of employees. Maslow is supported by Rowe (2014) who also indicates that motivation, including work environment motivation, is critical for organisational support.

5.4.3. Satisfaction of Mandeni Municipal Employees

The results of the study show that most of the employees at the Mandeni Municipality are satisfied. Further, the results clearly show that the years of working influences employee satisfaction regarding service delivery in the Mandeni Municipality. This is attributed from the

responses of the respondents that employees with more years of working are more satisfied with the Mandeni Municipality service delivery compared with employees with less years of working. Despite there being a relationship between the experience of the employees and their satisfaction, the chi-square results show that there was no significant relationship between the years working at Mandeni and the need for more support in training leaders.

These results are supported by various scholars including the Policy Brief (2012) and Van Baalen, Schutte and Von Leipzig (2015) who insist that employee satisfaction is critical in the improvement of the performance of local authorities. The scholars add that for better performance, there is a need for locals to prioritise the satisfaction of its employees. In addition, from various theories such as Maslow's Hierarchy of Needs, employee satisfaction is a contributing factor in the performance of employees. This is also evident in literature where scholars such as Rowe (2014) have acknowledged the importance of employee satisfaction in achieving organisational goals and organisational performance.

5.4.4. Skills for Development among Mandeni Employees

The survey conducted with the Mandeni municipal workers revealed that they are exposed to leadership, skills, and training development programmes. However, the findings indicated a high percentage of neutral responses (leadership= 42%; skills= 45%) when asked about the frequency of leadership programmes and effective equipment with relevant skills for development. The high percentage of neutral responses created quite an imagination for the researcher. It is less likely that the respondents did not understand the questions, but served as a clear indication that the respondents might have been afraid to answer honestly which might be interpreted as a sign of a lack of these crucial programmes. Rather, 17 per cent of the respondents indicated that they strongly agree to the 'need' for more training programmes, while 57 per cent agreed to this notion, meaning that 72 per cent of the respondents felt a strong urgency and need for training programmes.

The results from the study show that most of the respondents were unsure on whether employees were equipped with skills for development. The reason for this is that the information on the skills of employees might not be available to the employees. The study also showed that there was a significant number of employees who believed that the employees at

the Mandeni Municipality were equipped with skills for development. A small number of employees believed that the employees were not equipped with skills for development.

Pityana (2013) states that most of the leaders that are appointed and tasked with municipal governance often lack the necessary skills that are required for their job description which might be likely in Mandeni. Rowe (2014) insists that strategic leadership in municipalities is effective in improving service delivery and satisfying the needs of the citizens. Top leadership must be equipped with good interpersonal skills, good communication and cooperative behaviour and, most importantly, financial literacy skills to make their jobs easier to execute. Cloete et al. (2013) add that senior leadership must be able to have the skills to analyse economic policies and be diplomatic with all political players.

Further, the results show that most of the respondents viewed training and leadership programmes to boost efficiency to work. However, very few of the participants disagreed with the fact that leadership programmes boost efficiency. A qualitative study in the Umzumbe Municipality by Luthuli, Nyawo and Mashau (2019) on the effectiveness of training and development in South African municipalities revealed that participants highly appreciated the impact of training and development towards the improvement of their day-to-day work performance. The participants in the study stated the following:

I believe the trainings that I attended was beneficial to my day-to-day activities within this municipality. I have noticed that ever since I attended one of the Management Development Trainings, I am a better manager and it is evident in the relationship that I have with my junior staff in the way they report and the way they understand what is expected from them. (Luthuli, Nyawo & Mashau, 2019: 124).

These sentiments confirm the findings of this study which also established that more than 57 per cent of the workers in Mandeni consider leadership training programmes to be of importance and effective towards improving their work performance. Their responses reflected the need for more creative leadership and training, while very few of the respondents indicated that there was no need for creative leadership and training.

These results are supported by various scholars including Naidoo (2010), Xolile (2011), and Van Antwerpen and Ferreira (2016) who indicated that to improve and address the looming challenges in South Africa's service delivery, there is a need to focus on promoting effective leadership and enhancing performance skills and work ethics across public services. This is

supported by Manning (2014) who postulates that it is of great importance to develop and retain a skilled workforce for an organisation to be progressive.

5.4.5. The Role of Leadership Experiences

Dukakis and Portz (2015) insist that leadership is an essential and critical variable which is essential for enhancing management aptitude as well as institutional performance. In addition, Nxumalo and Whittal (2013) further complement this by arguing that it is the leadership's responsibility to be accountable for the direction and strategic thinking which is the best move towards the attainment of the development of tangible action plans. The results from the study showed that leadership plays an important role in development with an insignificant number of employees believing otherwise. Further, from the study, it was determined that there is a strong relationship between leadership and financial performance. In addition, it was determined that the leadership approaches that are employed at the Mandeni Municipality help in dealing with the challenges of the organisation. The study also established that leaders do their best in facilitating development and in the improvement of service delivery at Mandeni.

5.5. Chapter Summary

This chapter presented, interpreted, discussed, and analysed the results gathered in this study. In this chapter, the key objectives of the study were reflected on in relation to the findings from the research surveys that were conducted. The presentations and discussions found in this study reveal the different issues pertaining to the importance and effectiveness of leadership in skills development and training, and service delivery in municipal development. With a clear understanding from the descriptive statistics gathered from employees at the Mandeni Municipality, the study findings were able to capture the different factors that influence leadership dynamics towards effective service delivery. The next chapter presents the concluding research summaries and recommendations.

CHAPTER SIX

CONCLUDING SUMMARIES AND RECOMMENDATIONS

6.1. Introduction

This chapter presents a summary of all the preceding chapters, conclusions and recommendations based on the major findings according to the objectives of the research. After analysing the primary research findings as well as the literature available on the topic of discussion, the researcher went on to conclude the findings and to make recommendations regarding this matter. The researcher further carried out an analysis to determine whether the research had managed to answer the following main questions of the study:

The research was aimed at answering the following key questions:

- What are the challenges facing the Mandeni Local Municipality with emphasis on municipal financing?
- What type of leadership, skills and training services does the Mandeni Local Municipality have to promote creativity and development towards boosting financial performance and sustainability?
- What is the role of leadership in facilitating development and financial sustainability in the Mandeni Local Municipality?
- What recommendations and strategies can be implemented for effective leadership and financial reform in the Mandeni Local Municipality?

The study was guided by the following key objectives:

- To explore the challenges facing the Mandeni Local Municipality towards development and financing;
- To evaluate the quality of skills, training and support services the Mandeni Local Municipality leaders are exposed to in addressing development and financial challenges;
- To examine the role leadership can play in addressing the development and financial challenges affecting the Mandeni Local Municipality; and
- To provide recommendations on strategies for effective leadership and financial reform in the Mandeni Local Municipality.

The chapter provides a detailed conclusion of and reflection on these key study questions. It will firstly provide a summary of the study findings with brief discussions and outline the major conclusions of the study and then highlight the recommendations.

6.2. Summary of Research Findings

This section shows the summary of the findings. To present the detailed summary of findings, the main research questions that were used to answer the objectives of the study were revisited. This allowed the researcher to review and understand if the findings captured the interests of the study and provided the answers that might be crucial in impacting policy and development solutions towards improving leadership services at the Mandeni Municipality and other related SA municipalities.

6.2.1. Challenges Faced by the Mandeni Local Municipality

The first main question sought to understand: *What are the challenges facing the Mandeni Local Municipality with emphasis on municipal financing?*

The explored literature identified that there are different challenges affecting municipal financing in municipalities like Mandeni. These include poor management and administrative financing, and a lack of institutional capacity to address the rising demand for service delivery and development (Antonakis 2012; Claassen & Kocks, 2016; South Africa Report, 2013). The primary findings of the study revealed that the major challenge that is identified at the Mandeni Municipality is the of lack of proper training and development programmes. This complements the already existing literature as highlighted.

The results of this study evidently indicate that most of the participants (57%) strongly agree that there is a need for more leadership and training opportunities. Van Antwerpen and Ferreira (2016) emphasise the importance of improving the capacity and capabilities of municipalities towards effective leadership and development in South African communities. This is because they have an essential responsibility for service delivery, local economic growth, and development. A qualitative study by Luthuli, Nyawo and Mashau (2019) in the Umzumbi Municipality confirms that municipal workers testified on the positive impact that training and development has in their day-to-day work delivery. The findings of this study confirm the lack

of training and development as a critical challenge in South African municipalities. It highlights the need for more training and development engagements in the Mandeni Municipality.

6.2.2. Types of Leadership, Skills, and Training Services

The second question sought to understand: *What type of leadership, skills and training services does the Mandeni Local Municipality have to promote creativity and development towards boosting financial performance and sustainability?*

Skills training and development is highly prioritised in the South African policy framework tracing from the South African Authority Act No. 58 of 1995, White Paper on Public Service Training and Education of 1997, Skills Development Act No. 97 of 1998 and other related Acts and National Skills Development Strategies of 2005 to 2011. The findings of this study reveal that though the Mandeni municipal workers revealed that they are exposed to leadership, skills and training development programmes, there is still a huge gap and need for creative training and development programmes. Seventy-two per cent of the Mandeni municipal employees indicated the need for more training towards improving their performance. Some of their responses to the availability of skills development and leadership training indicated doubt regarding satisfaction, thus implying a need for improvement. It is highly likely that most of the workers in the Mandeni Municipality lack some necessary skills that can make their work easier and effective towards service delivery as a situation which might complement a study by Pityana (2013) who indicated that the leaders appointed in most of South Africa's municipalities often lack necessary governance skills.

Work Environment Motivation and the Satisfaction of Employees

The results of the study showed that the employees find their work environment to be motivating. The findings of the study indicate that there is a relationship between work environment motivation and performance in the Mandeni Municipality (Porter, 2016). In addition, the results of the study showed that employees at the Mandeni Municipality are satisfied. The findings of the research show that the years of working influence employees' satisfaction regarding service delivery in the Mandeni Municipality.

Furthermore, from the study, it can also be concluded that the respondents were unsure whether they are equipped with skills for development. However, it can also be concluded from the study that a significant number of employees believed that the employees at the Mandeni

Municipality were equipped with skills for development. Despite this a small number, many believed that employees at the Mandeni Municipality were not equipped with skills for development. It can be concluded that most employees at the Mandeni Municipality are satisfied.

6.2.3. The Role of Leadership in Facilitating Development and Financial Sustainability

The third question sought to understand: *What is the role of leadership in facilitating development and financial sustainability in the Mandeni Local Municipality?*

The findings of this study revealed that the respondents were highly aware of the role of effective leadership towards financial sustainability. Studies consider good leadership qualities to be an essential and critical variable that can be used towards improving the performance of an organisation (Dukakis & Portz, 2015; Nxumalo & Whittal, 2013). Though employees at Mandeni indicated the need for more training, they were very much convinced that their role as leaders was well-executed towards development and in ensuring financial sustainability.

6.2.4. Recommendations and Strategies for Effective Leadership and Financial Reform

The third question sought to understand: *What recommendations and strategies can be implemented for effective leadership and financial reform in the Mandeni Local Municipality?*

Literature provides significant insight into the need for different interventions on leadership and financial reform in South African municipalities due to continuous protests and reported cases of corruption (Morudu, 2017). The findings of this research were able to establish that there is a need for more strategic initiatives towards training and development in the Mandeni Municipality. The findings of the study reveal that employees at the Mandeni Municipality are aware of the importance and value of effective leadership towards financial reform. Despite the revelation of such knowledge, it is essential to note that continuous training can boost their efficiency towards sustainability and efficiency in service delivery and financial management.

The Impact of Leadership

In addition, it has been established, in this research, that leadership plays an important role in development, with an insignificant number of employees believing otherwise. It is also concluded that there is a strong relationship between leadership and financial performance. In addition, the research concluded that the leadership approaches that are employed at the

Mandeni Municipality help in dealing with the challenges of the organisation. Another conclusion from the study shows that leaders do their best in facilitating development and in the improvement of service delivery at the Mandeni Municipality. Furthermore, the results from the study showed that leadership programmes boost efficiency to work and there is a need for more creative leadership and training.

6.2.5. General Conclusions on the Research Findings

This study was conducted using a transformational leadership lens. The intention of the research was to explore and understand the various loopholes and challenges that affect effective leadership and financial performance in the Mandeni Municipality. The researcher's intentions were to conduct this study through a mixed-methods approach which could have been of immense advantage in gathering views and experiences through survey questionnaires and in-depth interviews. However, the emergence of the Covid-19 pandemic affected the latter. Despite the change in the initial methodological intentions of the study, the findings of this study are not less effective, since they managed to provide insightful descriptive statistical information on the factors surrounding employee satisfaction and motivation, leadership impact, training and development, and the relationships that exist towards financial impact in the Mandeni Municipality.

Transformational leadership suggests the need for creating a platform which is highly satisfactory for employees to perform effectively, efficiently, and provide a higher quality public service delivery which culminates in sustainable outcomes (Wart, 2003). With this perspective, it is essential to note that though the study found out that most of the Mandeni municipal workers are well experienced, they still lack some strategic training and development that can boost their efficiency and effectiveness. In understanding that most municipalities across South Africa often experience service delivery protests, it is essential to ensure that employees are responsible for public service delivery to be capacitated and equipped towards creative strategies of addressing different development problems. Thus, it is important to note that there is still a need for employees and community leaders to get more support in training to promote effective performance in the Mandeni Municipality.

6.3. Summary of Research Chapters

The main purpose of the research was to investigate the influence of leadership dynamics towards effective service delivery with specific reference to the Mandeni Municipality. The objective of the study was to determine the challenges facing the Mandeni Local Municipality with emphasis on municipal financing. This was done to ascertain the type of leadership, skills and training services that the Mandeni Local Municipality has to promote creativity and development towards boosting financial performance and sustainability, to establish the role of leadership in facilitating development and financial sustainability in the Mandeni Local Municipality and to provide recommendations and strategies that can be implemented for effective leadership and financial reform in the Mandeni Local Municipality.

The project consisted of six chapters. Chapter One introduced the research topic and its justification by stating the problem that has led to the research being conducted. The chapter provided critical research questions and objectives and the limitations and significance of the study.

Chapter Two covered the key concepts that were used in the study and explored the key theories of the study. It discussed the theoretical perspectives that guided the thinking of the study. Thus, the chapter detailed the key thinking perspectives that essentially guided the undertaking of the study.

Chapter Three discussed the literature review that was relevant in guiding the study. It explored the existing studies and highlighted their relevance and impact towards meeting the objectives of the study. The chapter explored relevant existing literature to help reflect on the key study objectives.

Chapter Four outlined the methods employed in conducting the study. Thus, the research philosophy and approach, and the sampling techniques. It details the processes and procedures that were conducted by the researcher in fulfilling the requirements of the research. It highlights the challenges and limitations that were encountered by the researcher and how the researcher managed to overcome them.

Chapter Five presented the results, analysis and discussions of the data that was gathered with the completion of this study. It provided descriptive statistics and thematic issues that emerged

from the research surveys. It reflected on their implications in relation to the reviewed literature.

Chapter Six covered the research summary, conclusions, and recommendations of the study. It provided detailed perspectives on the findings of the study and their implications as highlighted in the previous chapters. It addressed the key questions of the study reflecting on whether the study was able to answer the main questions of the research.

6.4 Recommendations of the Study

From the findings and analysis, the study is proposing the following recommendations.

Recommendation: Creation of a Public Participation Platform

From the study, it is recommended that there is a need for the Mandeni Municipality to train its leaders to improve the performance of the organisation. The municipality can come up with training programmes after every month, so that the leaders are up to date in this dynamic world.

Recommendation: Equipping Leaders with Relevant Skills to Improve Performance

Based on the results from the study, it also recommended that leaders are equipped with the necessary skills to help them deal with the challenges faced at the Mandeni municipality to improve their performance within the organisation.

Recommendation: Promoting Work Environment Motivation

Based on the results, work environment motivation is critical. The Mandeni municipality should prioritise workforce environment motivation by establishing a work environment that is satisfying to the employees.

Recommendation: Creation of Financial and Educational Support for Leaders

Furthermore, there is a need for the Mandeni municipality to support its leaders through various ways including financial and educational support, so that they can improve their skills.

6.5 Concluding Summary

This chapter looked at the summaries of the research findings, chapters, general conclusions, recommendations, and suggestions for future research. The chapter revisits the main research

questions that were used to guide the study to provide concluding perspectives on the findings of the study. It highlights on the general conclusions of the study and provides detailed insight on how the reviewed literature and perspectives of transformational leadership play an essential role in unpacking the ideas and strategies that are relevant in addressing the existing challenges in municipal leadership, training and development, and governance. The perspectives shared in this study are meant to help reflect on the need for continuous training and skills development initiatives to boost the performance of municipal employees and increase aptitude towards financial performance and capacity towards sustainable public service delivery.

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ANNEXURE A :Draft Questionnaire

DRAFT QUESTIONNAIRE

Research Title:

The influence of leadership dynamics towards service delivery: An exploration of Mandeni Municipality.

Name:

Sex:

Age:

Level of Education:

Instruction

Please give appropriate responses that are applicable to your situation to the questions below.

1. How long you have been working for Mandeni Local Municipality?
(Please tick the relevant block)

Less than a 1 year.	
2-5 years	
6-10 years	
11-15 years	
15+ years	

2. I consider my work environment to be very motivating!

Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

3. How often do Leadership related programs happen in Mandeni Municipality?

Never	Rarely	Sometimes	Very Often	Always

4. To what extent are you satisfied that employees in Mandeni Municipality are equipped with necessary and relevant skills to effectively facilitate development and ensure financial sustainability?

Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied

5. Do you think there is a relationship between leadership and financial performance?

YES	
NO	

6. Would you consider the Leadership programs you have attended in Mandeni Municipality to be very helpful in boosting your ability to do you work effectively?

Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

7. I think there is for more creative leadership and training to help in boosting the way we address development and financial challenges in Mandeni Municipality.

Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

8. I believe a leader plays a crucial role in facilitating effective development in Mandeni municipality.

Strongly Disagree	Disagree	Agree	Strongly Agree	Neither Agree nor Disagree

9. I think there is need for more support in training leaders to promote effective performance in Mandeni municipality.

Strongly Disagree	Disagree	Agree	Strongly Agree	Neither Agree nor Disagree

10. Do you think the Leadership approaches used in Mandeni Municipality to address challenges are effective?

Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

11. To what extent are you satisfied that the leaders (political, administrative, civil society and community) are affectively working together in facilitating development and boosting service delivery in Mandeni municipality?

Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied

12. Do you agree that leaders (political, administrative, civil society and community) of Mandeni community always do their best to work together to address any service delivery or development challenge?

Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

13. To what extent are you satisfied that Mandeni Municipality is effective in providing service delivery?

Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied

ANNEXURE B :Informed Consent

**UKZN HUMANITIES AND SOCIAL SCIENCES RESEARCH ETHICS
COMMITTEE (HSSREC)**

**APPLICATION FOR ETHICS APPROVAL
For research with human participants**

INFORMED CONSENT

Information Sheet and Consent to Participate in Research

Date:

Greetings, Dear Sir or Madam

My name is Bongani Theophelous Zwane student number 216075574 from University of KwaZulu-Natal. My contrails details are: Tel 031 538 0807; & Cell.0761227365 and my email address are: 216075574@stu.ukzn.ac.za & Bongani.Zwane@kznhealth.gov.za.

You are being invited to consider participating in a study that titled: **“Leadership Dynamics in Financial Management for Effective Public Service Delivery in Mandeni Municipality.** The study is expected to enroll with 100 participants will be conducted at the Mandeni Municipality, in iLembe District. The study will involve collecting data through questionnaires. The duration of the interviews if you choose to participate is 20 to 30 minutes. It is hope that the study will help Mandeni Municipality to understand the financials and trends of leadership skills. The research does not include any risk to participants.

If the research could potentially involve risk, explain in full if compensation exists for this risk, what medical and/or psychosocial interventions are available as treatment, and where additional information can be obtained. The study is self-funded. Participating in the study does not include any risk to participants. The study is self-funded. Participating in this research is voluntary and you may withdraw at any given point and that in the event of refusal/ withdraw from participation from the study. No cost and benefit will be incurred by participating in the study. As result there is no incentive or reimbursements for participating in the study.

The research will avoid using participants name through using codes systems to identify the participants. For an example can use number or symbol to identify participants. The research findings will be shared amongst participants by means of sending the final theses in the form of PDF document to all those that participated in the study. This study has been ethically reviewed and approved by the UKZN Humanities and Social Sciences Research Ethics Committee (approval number_____).

In the event of any problems or concerns/questions you may contact the researcher at: Tel (031) 538 0807; & Cell 0761227365; email address; 216075574@stu.ukzn.gov.za; & Bongani.Zwane@kznhealth.gov.za or the UKZN Humanities & Social Sciences Research Ethics Committee, contact details as follows:

HUMANITIES & SOCIAL SCIENCES RESEARCH ETHICS ADMINISTRATION

Research Office, Westville Campus

Gavan Mbeki Building

Private Bag X 54001

Durban 4000 KwaZulu-Natal, SOUTH AFRICA

Tel: 27 31 2604557- Fax: 27 31 2604609

Email: HSSREC@ukzn.ac.za

INFORMED CONSENT

I have been informed about the study entitled “Leadership Dynamics in Financial Management for Effective Public Service Delivery in Mandeni Municipality by Bongani Theophelous Zwane.

I understand the purpose and procedures of the study which are as follows.

- To explore the challenges facing Mandeni Local Municipality towards development financing;
- To Evaluate the quality of skills, training and support service Mandeni Local Municipality leaders are exposed to in addressing development and financial challenges;

- To examine the role of leadership can plan in addressing the development and financial challenges affecting the Mandeni Local Municipality; and
- To provide recommendations on strategies for effective leadership and financial reforms in Mandeni Local Municipality

I have been given an opportunity to ask questions about the study and have had answers to my satisfaction.

I declare that my participation in this study is entirely voluntary and that I may withdraw at any time without affecting any of the benefits that I usually am entitled to.

I have been informed about any available compensation or medical treatment if injury occurs to me as a result of study-related procedures.

If I have any further questions/concerns or queries related to the study I understand that I may contact the researcher at (provide details).

If I have any questions or concerns about my rights as a study participant, or if I am concerned about an aspect of the study or the researchers then I may contact:

HUMANITIES & SOCIAL SCIENCES RESEARCH ETHICS ADMINISTRATION

Research Office, Westville Campus

Govan Mbeki Building

Private Bag X 54001

Durban

4000

KwaZulu-Natal, SOUTH AFRICA

Tel: 27 31 2604557 - Fax: 27 31 2604609

Email: HSSREC@ukzn.ac.za

Additional consent, where applicable

I hereby provide consent to:

Signature of Participant

Date

Signature of Witness
(Where applicable)

Date

Signature of Translator
(Where applicable)

Date



19 July 2018

Mr. Bongani Zwane (216075574)
University Rd
Westville
Durban
4000

e-mail: bongan.zwane@gmail.com

Dear Mr. Bongani Zwane

Re: A **REQUEST TO CONDUCT RESEARCH AT MANDENI LOCAL MUNICIPALITY**

Gatekeeper's permission is hereby granted for you to conduct your research on the
"The influence of leadership dynamics towards effective service delivery: An exploration of a selected municipality in kwaZulu Natal"

Please further note that the Municipality is currently busy with preparations for the 2017/18 audit; which will run until the end of November 2018, thus the relevant staff to assist you with your research will only be available afterwards.

This request is however supported and any assistance necessary will be provided for the successful implantation of this study. For any enquiries, please do not hesitate to call my office on 032 456 8255 or email wanda.gumede@mandeni.gov.za

ANNEXURE D : Language Editor letter



Celine Lourens

57 Somerset Country Estate
450 Queen Elizabeth Avenue
Westridge, Berea
Durban
4091

078 905 8517

Lourens.r.celine@gmail.com

27 January 2021

Letter of Editing

This report serves to state that the dissertation submitted by **Bongani Zwane** has been edited.

The dissertation was edited for errors in syntax, grammar and punctuation. The in-text referencing system used has also been edited along with the bibliography.

The edit will be regarded as complete once the necessary changes have been made and all the comments have been addressed.

Thank you for your business.

Yours sincerely,

Celine Lourens

ANNEXURE E : Ethical Clearance



19 November 2019

Mr Bongani Theophilous Zwane (216075574)
School Of Man Info Tech & Gov
Westville Campus

Dear Mr Zwane,

Protocol reference number: HSSREC/00000803/2019

Project title: Leadership Dynamics in Financial Management for effective Public Service Delivery in Mandeni Municipality

Full Approval – Expedited Application

This letter serves to notify you that your application received on 14 November 2019 in connection with the above, was reviewed by the Humanities and Social Sciences Research Ethics Committee (HSSREC) and the protocol has been granted FULL APPROVAL

Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment/modification prior to its implementation. In case you have further queries, please quote the above reference number. PLEASE NOTE: Research data should be securely stored in the discipline/department for a period of 5 years.

This approval is valid for one year from 19 November 2019.

To ensure uninterrupted approval of this study beyond the approval expiry date, a progress report must be submitted to the Research Office on the appropriate form 2 - 3 months before the expiry date. A close-out report to be submitted when study is finished.

Yours sincerely,



Professor Urmilla Bob
University Dean of Research

/dd

Humanities & Social Sciences Research Ethics Committee
Dr Rosemary Sibanda (Chair)
UKZN Research Ethics Office Westville Campus, Govan Mbeki Building
Postal Address: Private Bag X54001, Durban 4000
Website: <http://research.ukzn.ac.za/Research-Ethics/>

Funding Campus: Edgewood Howard College Medical School Pietermaritzburg Westville

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