UNIVERSITY OF KWAZULU-NATAL

EMPLOYEES PERCEPTION ON IMPROVING SERVICE DELIVERY IN THE DEPARTMENT OF PUBLIC WORKS

by

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DECLARATION

I, **Gugu Precious MATHABA,** declare that

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ABSTRACT

The focus of the study was on the key challenges within the Department of Public Works which are preventing the department from delivering its services effectively. The challenges were observed as stemming from the lack of capacity and inadequate resources within the department, which is the key contributing factor in the poor service delivery within the department. Challenges also emanate from the non-existence of integrated management system, which makes it difficult to track the stages of services to be delivered. This results in huge delays in delivering the services to the clients. All these challenges have put the department under the spotlight as they have resulted in a lot of audit queries for the department as huge amounts of irregular expenditure and wasteful expenditure were being discovered.

The objective of the study was to review the overall service delivered by the department in terms of capacity and resources. Another objective was to identify deficiencies in service delivery as well as gaps in business process which could be resulting in the department failing to deliver its services in an acceptable standard. Questionnaires were administered to officials and management of the department to test the objectives of the study. The recommendations from the study were that a highly skilled and competent workforce, work tools, systems and favourable institutional environment were critical in order to effectively implement the objectives for which they have been established. It also confirmed that an integrated tracking system is critical at the department and its absence is the reason for the major delays in procurement of services, in implementation of projects on time and in paying service providers on time. It is also very imperative that guidelines, policies and business processes for every section are well communicated to all staff to create synergy within the department.

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INTRODUCTION

1.1 INTRODUCTION

Public sector leaders around the world face a common set of challenges if their services are to meet the increased expectations of their customers both citizens and businesses. However, the experience shows that while the challenges may be consistent, the ways in which they are being confronted, and the results that are being achieved, vary considerably. One common challenge faced by every organisation is how to service its customers better.

Luthuli (2009) states that the public sector is no exception to this challenge; since traditionally, it has been seen as a passive vehicle for executing social policy mandated by legislation. Increasingly, however, accustomed to enhanced service delivery from the private sector, citizens or businesses view the public sector as another provider of services – services for which they pay taxes. In order to address this, the public sector must find ways of improving the efficiency and effectiveness of its service delivery.

Luthuli (2009) further suggests that the Public Service should provide value for money by improving quality of service (accessibility for all and satisfactory customer experiences and outcomes), and reducing the costs involved in providing those services. The need for a customer-oriented focus coincides with the tightening of government budgets; providing value for money is a core concern today. This is prompting the public sector to explore new sustainable models for service delivery; models that can improve customer experience and outcomes through enhanced service levels at the same or reduced cost (Fourie, 2011).

It must be kept in mind that the public sector does not choose its customers; it is required to service them and their diverse requirements are another factor driving the need for improving service delivery. To deliver on the customer promise, public

sector organisations must build a connected government, seamlessly aligning multiple government departments with customer journey needs. The customer promise is part of the inherent agenda of governance for the public sector and sets out the standard of service that government is required to provide to its customers (Bayat and Meyer, 2004).

1.2 DEPARTMENT OF PUBLIC WORKS

In terms of the Constitution of the Republic of South Africa of 1996, the President has allocated a functional mandate to the Department of Public Works. The mandate of the Department is also confirmed through the annual Appropriation Act. The State Land Disposal Act (Act No 48 of 1961) furthermore mandates the Minister of Public Works to carry out the mandate outlined below.

In reflecting on its mandate, the Department sees itself as:

- the Handy Man of the State;
- the Regulator of the industries and associated professions falling under its jurisdiction; and
- the Asset Manager for and on behalf of State.

From the above legislation, the Department's mandate is to be the custodian and manager of all national governments' fixed assets. This includes the determination of accommodation requirements, rendering expert built environment services to client departments and the acquisition, maintenance and disposal of such assets (www.publicworks.gov.za).

1.2.1 Department of Public Works as the Handy Man of the State

The Department is acutely aware and committed to ensuring that its accommodation provisioning function meets its clients' operational, technical and social needs. In recognition of this imperative, as well as the observation of the poor state of public assets, the Department developed a National Infrastructure Maintenance Strategy (NIMS) that was approved by Cabinet in July 2006.

The vision of NIMS is that infrastructure is adequately maintained and operated, resulting in sustained service delivery, growth and employment creation, thus contributing to the goals of Accelerated and Shared Growth Initiative for South Africa (ASGISA) and the Expanded Public Works Programme (EPWP). NIMS is founded around four thrusts namely:

- Strengthening the regulatory framework governing planning and budgeting for infrastructure maintenance;
- Assisting institutions with non-financial resources;
- Developing the maintenance strategy; and
- Strengthening monitoring, evaluating and reporting and feeding this into a process of continuous improvement.

This strategy gives substance to Public Finance Management Act (PFMA) of 1999, which places an obligation on accounting officers "for the management of the assets of the entity, including the safeguarding and maintenance of those assets". The Department has since established an Intergovernmental Implementation Steering Committee lead by the Minister to develop an implementation plan of NIMS (www.publicworks.gov.za).

1.2.2 Department of Public Works as the Regulator

The Department continues to provide strategic direction for sustainable growth, transformation and development of the construction sector in partnerships with its sector entities. The construction sector charter has recently been gazetted by the Department of Trade and Industry, and the process of establishing the Construction Sector Council is currently underway.

The Department through the Construction Industrial Development Board (CIDB) is implementing the national contractor development programme in line with the CIDB Act. The Department initiated a review of the CIDB in January 2007, and it is hoped that that the results of the Review Panel will assist in identifying the focus areas that will ensure that DPW, through CIDB, achieve the objectives of the CIDB Act. In recognition of its responsibility of ensuring that there is constant supply of adequate built environment resources, the Department will:

- Enter into a bilateral agreement with the Cuban Government in May 2007, to source built environment professionals from Cuba to be deployed in the various spheres of Government.
- Develop a comprehensive skills development strategy for the industry while working with CIDB.
- Explore effective ways of engaging the institutions of higher learning to ensuring the constant supply of adequate suitably qualified built environment professionals/practitioners in future.
- Continue with the implementation of the existing skills development initiatives in the form of the 2014 Youth Foundation

In line with the key strategic pillars, the Department will focus on the transformation of the property sector in the forthcoming months to deal amongst others with the de-racialisation of this important sector in the country's economy. Extension of government immovable asset management act (GIAMA): The focus in the medium term will be assisting provincial and national departments in the understanding and implementation of GIAMA (www.publicworks.gov.za).

1.2.3 Department of Public Works as the Asset Manager

Asset management ensures that immovable property owned and/or utilised by the State for delivering various government services yield functional, economic and social benefits to the State. As Asset Manager for the State, the Department will:

- Ensure effective and efficient management of government's immovable assets;
- Implement GIAMA once promulgated; and
- Develop norms, standards and toolkits for proper management of immovable assets.

The property performance standards will enhance the optimal performance of state owned and leased properties through determination of the minimum requirements in relation to cost and space as well as ensuring that the true cost of assets are reflected. The data integrity of the Department's National Asset Register is currently being improved (www.publicworks.gov.za).

1.3 MOTIVATION FOR THE STUDY

Citizens today are more aware of their rights, have better access to information on public services and consequently have higher expectations of service levels. Because they have become accustomed to capable private sector organisations providing high levels of customisation and other benefits, they are not prepared to accept that public sector organisations are incapable of improving their own service delivery. They also expect a positive customer experience and better returns on the taxes that they pay.

Further, a number of countries have empowered citizens with 'Right to Information' legislation leading to heightened awareness about customer rights and, consequently, customer service. Budgetary constraints in public sector are one of the factors resulting in service delivery constraints. At the same time, it is becoming increasingly difficult for many governments to fund the public sector by increasing taxes.

The Department of Public Works which provides comprehensive building infrastructure services to most of government departments in the KwaZulu-Natal provincial administration relies on the quality of its service in order to satisfy and retain its clients. The Department is having challenges with delivering a service to client departments timeously, at a reasonable cost and of an acceptable quality standard.

The challenges originate from the lack of capacity and inadequate resources within the Department, which are the key contributing factors in the poor service delivery within the Department. Challenges also stem from the non-existence of an integrated management system, making it difficult to track the stages of services to be delivered, resulting in huge delays in delivering the services to the clients. All these challenges have put the Department under the spotlight as they have resulted in a lot of audit queries for the Department as huge amounts of irregular expenditure and wasteful expenditure were being discovered.

The Department of Public Works must ensure that it is capable of providing infrastructure needs to government departments by ensuring that processes are followed, systems are in place and that it has adequate resources and capacity to deliver services.

1.4 FOCUS OF THE STUDY

The focus of the study is centred on the key challenges within the Department of Public Works which are preventing the Department from delivering its service effectively. The Department needs to ensure that processes are followed, systems are in place and that it has adequate resources and capacity to deliver services.

1.5 PROBLEM STATEMENT

The Department is having challenges with delivering a service to client departments timeously, at a reasonable cost and at an acceptable quality level. The challenges stem from the lack of capacity and inadequate resources within the Department, which are the key contributing factors in the poor service delivery within the Department. Challenges also stem from the non-existence of an integrated management system, making it difficult to track the stages of services to be delivered, resulting in huge delays in delivering the services to the clients.

1.6 THE OBJECTIVES OF THE STUDY

The objectives of the study were to:

- Review the overall service delivered by the Department of Public Works in terms of capacity and resources
- Identify the deficiencies in service delivery that could be preventing the Department from delivering efficient and effective services to its clients,
- Eliminate project management constrains which will contribute to improved service delivery.
- Identify the gaps in business process that could be resulting in audit queries

The above objectives will guide towards recommending strategies for improving service delivery of the Department of Public Works

1.6.1 Questions to be answered in the research

The research study attempts to answer the following key questions

- What deficiencies could be eliminated in the Department in order to deliver effective and efficient service delivery?
- What strategies could be implemented in order to overcome project constraints of time; quality and cost in order to improve service delivery?
- What gaps could be identified in the Department's business processes in order to eliminate the audit queries?

1.7 LIMITATIONS OF THE STUDY

Limitations of a study are restrictions that the researcher has no control over, while delimitations are restrictions that the researcher imposes on the study by design (Rudestam and Newton, 2001). This study will be delimited to the type and size of the department studied and its geographical location. A limitation for the study conducted was that of 40 questionnaires that were distributed only 35 were received back. This means that the questionnaires did not cover the full range of employees that they were intended for and they could also not reach the staff in all the sections of the Department.

1.8 RESEARCH METHODOLOGY

1.8.1 Research Design

A methodology describes the plan of action for extracting knowledge from reality. This study will follow the quantitative approach to research. Quantitative research is used to answer questions about the complex nature of phenomena with the purpose of describing and understanding it from the participants' point of view (Sekeran and Bougie, 2009).

The aim of this research was to improve service delivery at the Department of Public Works by ensuring that key elements of service delivery (cost effectiveness of services, high quality services and timeous delivery of services) are adhered to and operational realities (out dated business processes, lack of an integrated management system and inadequate resources and capacity) are addressed.

1.8.2 Data Collection

The researcher collected data through self-administered questionnaires that were filled in by both management and lower level employees of the Department to gain insight into their perceptions and understanding of elements necessary to improve service delivery, and their roles in enabling the Department of Public Works to deliver services more efficiently. This was necessary because these employees are involved in the service delivery on a day to day basis.

A structured questionnaire comprising sections A and B with a five-point Likert scale as a quantitative approach was used. The target respondents of this survey were junior employees and management of the Department at the KZN Regional Office, who are computer literate individuals and who all had access to the internet and email.

Section A of the questionnaire collected biographical data such as qualification, directorate working under and length of the service with the Department. This section also gathered information on the respondents' knowledge and understanding of the Department's mandate, vision and mission.

Section B of the questionnaire consisted of structured questions answered using a five-point Likert scale. This section covered a mixture of statements based on the capacity, integrated system, processes and the service delivery within the Department.

1.8.3 Sampling

The sampling technique used for the case study was purposive sampling. The intention of the purposive sampling was to select participants for their detailed

knowledge within the Department and sections. The selection of the sample was based on what Sekeran and Bougie (2009) refer to as “information-richness”, which implies that the participants selected had the necessary knowledge and experience about service delivery within the Department of Public Works. In order to maximise the information collected, people who are information-rich based on their positions or experience within the Department were involved in the research.

1.9 STRUCTURE OF THE DISSERTATION

The structure of the chapters is based on the researcher outlining how the research will unfold. The study will be divided into six chapters which will be outlined as follows:

Chapter One: Introduction

This chapter provides an overview of the study. Aspects discussed are motivation of the study, focus of the study, problem statement, and objectives of the study as well as the limitations of the study. It also gives an in-depth of methodology and research techniques. This forms a foundation for the research proposal and the overall investigation.

Chapter Two: Literature review

This chapter deals with the literature obtained from distinguished opinions and views from various sources. It is also based on different researchers and authors whose work is significant in this particular research field. Sekeran and Bougie (2009) indicates that a literature review is often a separate chapter in a research report in which the researcher synthesizes the literature that is being engaged. The arguments of the literature should answer the objectives of the study.

Chapter Three: Research design and methodology

This chapter presents the aims and objectives of the study, followed by the motivation and justification, research methodology questionnaire types to be used were explained. The types of research methods, which were used, are discussed. Discussion on the target population, the sample, data collection process, data analysis, and design was done.

Chapter Four: Data Analysis and Interpretation

This chapter presents the data, the backbone of the research. It contains vast amount of qualitative data that needs to be analysed. The aim of the analysis is to provide common trends and themes that can be used to understand the respondent's view on the questions posed. This is important to enable the researcher to draw conclusion and provide recommendations.

Chapter Five: Discussion of findings

This chapter provides a discussion of the research findings of this study. In this chapter, the researcher will draw inferences from the data that was collated from the questionnaires. The results will be explained and interpreted according to the objectives of the study.

Chapter Six: Recommendations and Conclusion

In this chapter, the researcher will try and examine findings, propose recommendations and draw conclusions. The concluding chapter contains recommendations as to how the deficiencies can be rectified, the best way of improving service delivery and provide an indication where further research is still required.

1.10 CONCLUSION

This chapter looked at the overview of the research and gave a background to the objectives of the study. The next chapter is a literature review of the study which is based on distinguished opinions and views from various sources. The arguments of the literature should answer the objectives of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

The government has committed to continually improve the lives of the people of South Africa through a transformed public service which is representative, coherent, transparent, efficient, effective, accountable and responsive to the needs of all. To bring the vision into realisation, the following mission was adopted (White Paper on the transformation of the Public Service, Notice 1227 of 1995). The creation of a people-centred and people-driven public service which is characterised by equity, quality, timeousness and a strong code of ethics (White Paper on the transformation of the Public Service, 1997).

The new Government of National Unity took over in 1994, it had a new and different mandate, a new set of belief and practices and different expectations from the public. The need for a public service that will meet the demands of the new government and the expectation of the public was evident. This situation warranted that the government reshape the existing public service for its appointed role in the new dispensation (Naidoo and Kuye, 2005).

To be able to deliver on its mandate, the government adopted the vision of a White Paper on the transformation of the Public Service in 1995. The aim of this White Paper was to establish a policy framework to guide the introduction and implementation of new policies and legislation aimed at transforming the South African public service. This was coupled with the introduction of the Public Service Act of 1994 (White Paper on the transformation of the Public Service 1997).

2.2 SERVICE DELIVERY IN THE PUBLIC SECTOR

The delivery of public service by government requires a government administration. Such a system is generally called the Public Service, with the Public Service being

defined as an administrative vehicle by which governments deliver all kinds of services to their citizens (Nengwakhulu, 2009, cited in Zubane, 2011).

Public services are those services provided by governments (local, provincial, or national government departments) to the public. The need for services that no individual can or will pay for, but that benefit all by their presence, is one of the justifications for taxation. Public service delivery is the implementation of those services and making sure that they reach those people and places for whom they are intended to (Zubane, 2011).

Naidoo and Kuye (2005) define service delivery as the provision of public activities, benefits, or satisfactions to citizens. This is actually the provision of a service or product by the government, to the citizens as expected by the citizens and mandated by Acts of Parliament. Therefore service delivery can either be tangible (products), such as provision of houses, schools and roads, or intangible (services), such as provision of business support to entrepreneurs.

2.2.1 Principles of Service Delivery

The Department of Public Service and Administration (DPSA) published the *Batho Pele* Handbook in 2007 and it outlined the eight principles popularly known as the *Batho Pele* Principles. These principles were developed to serve as acceptable policy and legislative framework regarding service delivery in the public service. These principles are aligned with the constitutional ideals of (DPSA, 2007):

- Promoting and maintaining high standards of professional ethics;
- Providing service impartially, fairly, equitably and without bias;
- Utilising resources efficiently and effectively;
- Responding to people's needs, the citizens are encouraged to participate in policy-making; and
- Rendering an accountable, transparent, and development-oriented public administration.

The *Batho Pele* principles are as follows:

Consultation: the citizens/ consumers will be consulted on the level and quality of service that they receive and on matters that affect them.

Service standard: Citizens shall be made aware of the level and quality of service that they will receive.

Access: All citizens shall have equal access to services and shall not be discriminated against on any grounds**.**

Courtesy: All public officials shall behave in a polite and altruistic manner when interacting with and rendering service to the public. This can translate into a warm and caring attitude towards customers.

Information: Citizen should be given information about the level and quality of service. Citizens should not only be given feedback when there is good news but they have to be kept abreast even when there are challenges.

Openness and Transparency: All government operations should be undertaken in an open and transparent manner, unless such undertakings are of a sensitive nature. This will ease the minds of citizens and minimize fraud and corruption.

Redress: The Apartheid government rendered quality service to a particular segment of the population. The Black and rural communities remained under-serviced. The current Government is committed to rectifying the inequalities of the past. This can be achieved by prioritising the needs of the previously disadvantaged in the delivery of services.

Value for Money: This principle emphasises effectiveness and efficiency. Resources are never abundant and the available resources should be put to good use. This translates into better results and more efficient service delivery at minimal costs (DPSA, 2007).

2.2.2 Understanding Public Administration

Bayat and Meyer (1994) differentiate between public service and public administration. They assert that public administration emphasises the "*what"* and the *"how"* of public service. It therefore, becomes important that the discussion on service delivery is not divorced from the discussion on public administration. It can be

concluded that the quality of services delivered depends on the quality of administration practised by public institutions.

Crous (2006) further contends that public administration constitutes the processes, organisations and individuals (the latter acting in their official positions and roles) that are associated with carrying out the laws and other policy measures adopted by the legislature that translate into service delivered to the public.

Kruger (2012) explains that the public service operates in an environment different to the environment in which the private organisations operate. There is a greater public expectation on the part of the public service than on the private sector and the public institutions are exposed to greater public scrutiny as well as unique public expectations. It therefore becomes imperative that public service officials know and understand the values and principles that govern public administration.

Kruger (2012) further explains that the overall goals of public service delivery must be clearly understood in order to deliver customer promises. These are quality of service (the accessibility, timeliness and calibre of service levels), cost of service (the drive towards value for money), and careful evaluation of how technology will help to meet overall goals, with an integrated management system being recognised as an increasingly essential tool for service delivery.

There are deficiencies in service delivery that could be preventing government departments from delivering efficient and effective services to its clients. Addressing the various factors needed to create empowered departments to deliver public services calls for a comprehensive approach. This means focusing on developing capacity in the public sector, developing an integrated management system through technology re-engineering of business processes and effective project management.

2.3 DEVELOPING CAPACITY IN THE GOVERNMENT SECTOR

Capacity building refers to activities that strengthen an organisation and help it better fulfil its mission. Capacity building in governments often involves providing the tools

to help governments best fulfil their responsibilities. These include building up a government's ability to budget, manage expenditure, create and implement policies, be transparent and accountable and fight corruption (Ijeoma, 2008).

The Department of Public Works need a highly skilled and competent workforce, worktools, systems and favourable institutional environment in order to effectively implement the objectives for which they have been established. Liang (2010) states that it is important for organisations to be able to conceive new ideas; for their sustainability and bring about meaningful change to their organization. This can only be achieved through streamlining the capacity of the building processes of the individual workforce, strategic planning, technology upgrades and operational improvements.

Morgan (1998) refers to capacity not only as skills and knowledge, but also as relationships, values and attitudes, and many others. The strategies being explored within the study consider capacity building in its broader context which encompasses the individual, organisational and the environmental factors.

Individual Level- the process of equipping individuals with the understanding, skills and access to information, knowledge and training that enables them to perform effectively (Morgan, 1998).

Organisational Level- the elaboration of management structures, internal policies, processes and procedures, not only within organisations but also the management of relationships between the different organisations and sectors (public, private and community). It also relates to the infrastructure and equipment (computers and other technology, facilities, tools of trade) required in order for the department of public works to perform its constitutional mandate (Morgan, 1998).

Environmental Level- to a larger extent this refers to external factors that impact on the institution. This level of capacity also encompasses administrative, social, economic and political dimensions. It involves making laws and policies, and is about

making legal and regulatory changes to enable organisations to enhance their capacities at all levels (Morgan, 1998).

2.3.1 Improving capacity and efficiency of the public service

Capacity requires that tasks be performed effectively, efficiently, and sustainably. This means that the concept must be measured or assessed in terms of outcome. Measuring effectiveness, efficiency, and sustainability must be approached with considerable caution, however, because many factors influence outcomes beyond the capacity to perform a given task. Factors such as a change in political leadership are beyond the control of government organisations (Hilderbrand and Grindle, 1994).

Ijeoma (2008) highlights that indicators of capacity must be sought primarily in the assessments of the quality of organisational performance and constraints, rather than in the assessments which impact of the activities undertaken. Operationally, in measuring capacity, questions such as identification of task effectiveness, appropriate actions put in place to achieve the task, skilled human resources assigned to accomplish the task and resources used efficiently to accomplish the task, need to be asked.

A dimension focuses on organisational structures, processes, resources, and management styles that affect how individual talents and skills are used to accomplish particular tasks. This is an important dimension which encourages management practices that increase or decrease the productivity of officials and component units. They also provide the environment within which officials are able or unable to develop their skills and careers (Lombard, 2012).

According to Fourie (2011) organisations have the means to provide the physical resources and conditions that enable or deter people from carrying out their assigned duties, including mundane but nevertheless essential inputs such as desks, vehicles, pencils, and telephones. It is therefore important to know how organisations define their goals, how they are structured, what routine processes define the flow of work, how incentive systems operate, what management styles are adopted, what physical resources are available to them, and how communication-flows operate within the

organisation. In considering this dimension of capacity, informal structures, processes, and management cultures are often as important or even more important as formal ones.

The dimension relating to training, recruitment, utilization, and retention of managerial, professional, and technical talent contribute to task performance at the organisational level. This dimension focuses on higher and specialised professional education required for filling particular roles within organisations as well as in-service training activities required for the performance of role-specific activities. Recruitment refers to the process of locating and attracting skilled individuals to fill critical roles and positions in public sector organisations. This dimension of capacity thus directs attention to how people are educated and attracted to public sector careers and the skills that enable them to carry out technical, professional, and managerial roles effectively (Chelechele, 2009).

2.4 DEVELOPING INTEGRATED MANAGEMENT SYSTEM THROUGH TECHNOLOGY

E-Government is the use of information and communication technologies to improve the activities of public sector organisations. It is about delivering improved services to citizens and businesses through drastically changing the way governments manage information. Governments have been viewed as complex, bureaucratic establishments with a set of information silos that erect barriers to the access of information and make the provision of services frustrating. E-Government improves the quality of services provided to citizens and businesses while attaining greater efficiency for all participants (Kumar, Bhasker, Mukerji, Irfan, Butt and Persaud, 2007).

In a study conducted by Deloitte (2010) non-integration and inefficiency in technology throughout government departments was found to be a huge challenge since information technology enables communication across sections in order to efficiently attain continuity in service delivery. Chappell (2009) defines an integrated management system as a system that integrates all of an organisation's systems and

processes in to one complete framework, enabling an organisation to work as a single unit with unified objectives. The integrated system assists public organisations become a unified whole, with each function aligned behind a single goal, which is improving the performance of the entire public organisation.

Kumar et al (2007) highlight that e-government initiatives deal particularly with improving the internal processes of the public sector. They include:

- Cutting process costs: improving the input to output ratio by cutting financial costs and time costs;
- Managing process performance: planning, monitoring and controlling the performance of process resources (human, financial and other);
- Making strategic connections in government: connecting arms, agencies, levels and data stores of government to strengthen capacity to investigate, develop and implement the strategy and policy that guides government processes; and
- Creating empowerment: transferring power, authority and resources for processes from their existing locus to new locations (Kumar et al, 2007).

2.4.1 Challenges relating to integration in the public sector

In May 2006, Price Waterhouse Cooper (PWC) conducted a survey of government institutions and it was discovered that government organisations are suffering from a silo mentality. This is an attitude found in some organisations where several departments or groups do not want to share information or knowledge with other individuals in the same company. A silo mentality reduces efficiency and can be a contributing factor to a failing corporate culture. In these organisations it is difficult to share information across the organisation. This makes it difficult for all departments in the organisation to be on the same page of what is happening resulting in less effective communication and in unnecessary duplication of services (PWC, 2006).

PWC (2006) further discovered that public sector organisations are predominantly hierarchical in structure which means that, to an extent, there can be a disproportionate focus on keeping control of resources and defending individual territories. This approach does not assist with the collaboration and commitment

which constitute the baseline for customer-centricity. Making the transition is no easy task and means addressing the silos which exist within individual public sector organisations. The following section describes the importance of integrating public sector sections.

Saha (2010) argues that connected government means the seamless integration, or joining up, of various sections to provide services which are aligned to the complete customer journey and not to the dictates of section silos. It does not mean complete government restructuring, but it does mean adopting an integrated approach for information and process flow at the back end and front end to help enhance the effectiveness and efficiency of service delivery. The seamless integration of various government agencies by ensuring dynamic and uniform information and process flows, as well as better customer journeys.

Van Rooyen and Van Jaarsveld (2009) believe that achieving the ultimate objective of connected government takes time. The process through which this takes place should therefore be seen as incremental. Public sector organisations should focus first on improving front-end service delivery capabilities, before tackling back-end processes. This is where technology can play the role of an enabler, facilitating connected government through improved data sharing and collaboration in service delivery.

2.4.2 The importance of information technology systems in the public sector

Research conducted by Deloitte (2010) shows that integrating information systems is one of the top integration challenges, particularly for sizeable communications. The IT function itself often has the highest volume of integration activity over the longest period of time, and commonly has the highest number of dependencies from other functions.

According to Valentina (2004), an organisation's IT integration strategy must be closely aligned with the company's strategic objectives and goals, and further refined to meet the unique needs of each individual business unit. IT integration without alignment results in a list of initiatives with little connection to the big picture. Building

staff commitment to new goals and ways of doing business, and supporting these initiatives through a smooth integration of information technologies is vital to securing the stability and momentum to realise cost efficiency and maximise synergy capture.

Valentina (2004) further states that IT integration must be carefully orchestrated to maximise value creation, minimise costs, and realise integration objectives. This includes integration of IT core processes, such as systems development and delivery, data management, infrastructure provisioning as well as supporting processes.

The fundamental promise of IT must come together for the creation of value for customers (internal and external) through the effective deployment of technology. Developing and deploying a detailed IT integration plan can increase the likelihood of realizing value creation and maximising the effectiveness of future state operations. The IT detailed integration plan consists of a balanced mix of application and data, infrastructure, and process related projects by business units (Melville, Kraemer and Gurbaxani, 2004).

2.4.3 Improving Government Processes

Business processes are fundamental to every organisation. Supporting those processes with technology applications can make them better in a number of ways. A lot of have integrated their business processes with technology software to improve their performance. Systematising the business processes requires creating connections between applications with technology (Akin, 2008).

An organisation must procure suitable IT software that has specific components designed to address organisational business processes. According to Akin (2008), e-management is highly regarded as an electronic system using information technology to improve the management of government, from streamlining business processes to maintaining electronic records, to improving the flow and integration of information. It must provide adapters to connect to diverse applications, data mapping tools to translate data, and an orchestration engine to run the logic that controls the process. Because of this, the end-to-end process, from the clients requesting a service, to

procuring a service provider, to the service provider submitting the invoice, to closing the service, can all be supported consistently by software (Zott, 2011).

The benefits of business process computerisation are significant. They include the following:

- Processes can be faster. Computers are faster than people, and so replacing manual steps with software can improve the overall speed of a process. Decreasing process cycle times is often an important way to improve how a business operates;
- Processes can be cheaper. When used correctly, software costs less than people, and so the money spent on executing a business process can be reduced;
- Processes can be more accurate. Manual or other ad hoc integration introduces the possibility for errors, something that is much less likely with a well-designed automated process; and
- Managers get more visibility into the processes. This can make it easier to create audit trails and to track processes for compliance with internal standards and external regulations (Zott, 2011).

2.5 RE-ENGINEERING OF BUSINESS PROCESSES IN GOVERNMENT

Business process management is a systematic approach to making an organisation's workflow more effective, more efficient and more capable of adapting to an ever-changing environment. A business process is an activity or set of activities that will accomplish a specific organisational goal. The goal of business process management is to reduce human error and miscommunication and focus stakeholders on the requirements of their roles (Kock, 2005).

Fourie (2011) believes business process re-engineering is one approach for redesigning the way work is done to better support the organisation's mission and reduce costs. Re-engineering starts with a high-level assessment of the organisation's mission, strategic goals, and customer needs. Internal efficiencies are

realised by re-engineering government processes in line with the overall objective of connected government.

2.5.1 Government process re-engineering

Re-ngineering recognises that a department's processes are usually fragmented into sub-processes and tasks that are carried out by several functional areas within the department. A chain of employees are responsible for the overall performance of the entire process. Re-engineering maintains that optimising the performance of sub-processes result in some benefits, but cannot yield dramatic improvements unless the effort focuses on redesigning the process as a whole (Dodaro and Crowley, 1997).

The process of redesign can be implemented by fundamentally rethinking how the department's work should be done, distinguishing re-engineering from process improvement efforts that focus on functional or incremental improvement. The re-engineering team consists of designers, implementers and people well versed in technology. The team should be cross-functional, and include members from all impacted functions (Greasley, 2003). Greasley (2003) explains analysing a process involves looking at how things are currently done, what changes are occurring, and what new contingencies exist in the current business environment. It requires determining where the process begins and where it ends, the boundaries of the process and understanding the underlying reasons why a process is performed a certain way. A slower, incremental approach might be more appropriate. It is not always necessary to go for a total transformation approach.

There are many possible drivers for re-engineering; the current processes adopted by the government to address some of these drivers. Five scenarios are considered that address some of the typical issues which arise while designing new processes or amending existing processes (Government of India, 2010).

Redesign existing processes - this is where existing processes are revisited to improve performance. This may also include ceasing parts of processes within the organisation;

Fundamentally rework the way a process is executed - here the process tasks and steps may remain largely the same but may differ on the way the process is executed;

Replace completely - here the focus is just on gathering existing performance measures considering migration issues and capturing experience to avoid problems being replicated in the replacement process;

Remove the process - if a process is to be removed or replaced, the focus may be on the overall process performance measures to show the impact of the removal and boundaries or connections to other processes which have to be changed;

Outsource the process - here the process mapping may need to be at a lower level of detail to ensure that all distinctions of the current process are captured (Government of India, 2010).

2.5.2 Strategy and framework re-engineering process

The entire gamut of activities under government process re-engineering could be classified into the following four heads:

- Clear assessment of citizens' needs;
- Analysis of the existing processes and identification of the weaknesses and redundancies;
- Redesigning of processes and the required changes to be made in the statues and
- regulations; and
- Bringing about changes in forms, processes, structures and statutes (Government of India, 2010).

According to Chelechele (2009), for every function that a government department performs, there should be a step-by-step analysis of each process to ensure its rationality and simplicity. Such analysis should incorporate the viewpoints of all stakeholders, while maintaining the citizen-centricity of the exercise. After identifying steps which are redundant or which require simplification and which are adaptable to e-governance, the provisions of the rules, regulations, instructions, codes, manuals which form their basis should also be identified. Following this exercise,

governmental forms, processes and structures should be re-designed to make them adaptable to e-governance, backed by procedural, institutional and legal changes.

2.5.3 Six Sigma A framework for government process re-engineering

In their quest to grow and prosper, many businesses have combined two popular management approaches, Lean and Six Sigma, with the intention of building a more robust version of each. The result is typically referred to as Lean Six Sigma. In this research, the application of Lean Six Sigma in government is explored and guidelines for its implementation are recommended (Feldman, 2013).

Lean Six Sigma provides a means to improve the delivery of services using a disciplined, project-based approach. It brings numerous advantages if implemented properly. Lean Six Sigma encompasses many common features such as an emphasis on customer satisfaction, a culture of continuous improvement, the search for root causes, and comprehensive employee involvement (Maleyeff, 2007).

Maleyef (2007) explains that it is often not possible to wipe the slate clean and start afresh at redesigning a process. The Six Sigma is a structured methodology that can be used to improve the quality of service and performance. Once the actual performance level for any service is known, its performance level can be improved using Six Sigma. The following diagram gives the details on the commonly used techniques for improving processes using Six Sigma:

Fig 2.1: Six Sigma (DMAIC) Methodology

Source: Maleyef (2007)

Six Sigma's Define Measure Analyse Improve Control (DMAIC) offers a framework for improving existing processes (Maleyef, 2007):

- Define a problem or improvement opportunity;
- Measure process performance;
- Analyses the process to determine the root causes of poor performance; determine whether the process can be improved or should be redesigned;
- Improve the process by attacking root causes; and
- Control the improved process to hold the gains.

The consistency of approach provided by Lean Six Sigma enhances the effectiveness of project teams and allows for the sharing of project results across the organization. Disciplined follow-up ensures that project team recommendations are implemented and tracked, but sustaining Lean Six Sigma requires a culture that actively supports process improvement in both words and actions and the active commitment of leadership is essential (Kumar and Bauer, 2010).

2.6 EFFECTIVE PROJECT MANAGEMENT

Project Management is essential in developing the economic environment of the country. During the State of the Nation address of 2003, the President remarked on the need for the Public Service to develop capacity for programme and project management and actually elevate the importance of this skill by appointing dedicated project managers in some instances. The President announced that projects focusing on health and basic education, infrastructure, information and communication technologies and regional integration, have been chosen for government's infrastructure development drive (State of the Nation Address, 2012).

Project Management is defined as the application of knowledge, skills, tools and techniques to project activities in order to meet stakeholder's needs and expectations from a project. Burke (2006) highlights that project management principles and techniques help complete projects on schedule, within budget, and in full accordance with project specifications. At the same time, they help achieve the other goals of the organisation, such as productivity, quality, and cost effectiveness (Burke, 2006).

2.6.1 Importance of Project Management in government

Project Management has become a core skill in the make-up of all public sector managers and professionals. Recognition of this important competency is due to Project Management being the essential skill in ensuring effective, efficient, and timely implementation and management of all project activities at the national, provincial and local government level (Delice, 2012)

It is crucial for government to take a strategic view on quality management and minimum standards in project management based on a "zero tolerance policy". This can only be achieved through the collective effort of all role players, programme managers, project managers, professional consultants, contractors and suppliers (PALAMA, 2012).

A report prepared by PALAMA (2012) shows that project failures are mostly caused by poor project scope management which can be attributed firstly to poor scope

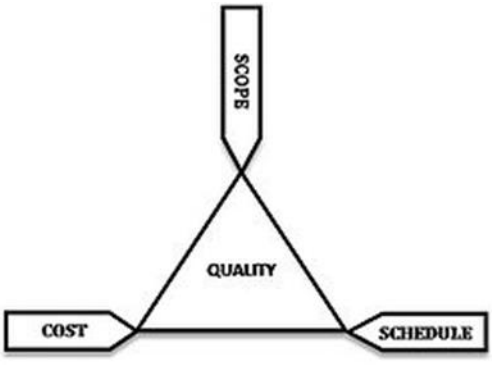
definition by government and secondly to the poor translation of the scope into design and documentation by the project management.

2.6.2 Importance of Project Management success

Successful project management requires planning with a commitment to complete the project, careful appointment of a skilled project manager, spending time to define the project adequately, correctly planning the activities of the project and ensuring correct and adequate information flows. There are many successes in the outcomes of project management. They would include the obvious indicators of completion to budget, satisfying the project schedule, adequate quality standards, and meeting the project goal (Munns and Bjeirmi, 1996).

According to Kenny (2003), projects are to be performed and delivered under a list of constraints. Traditionally, these constraints have been listed as scope, time and cost. These are also referred to as the Project Management Triangle, (also known as the Iron Triangle) where each side represents a constraint. It is used to illustrate that project management success is measured by the project team's ability to manage the project, so that the expected results are produced while managing scope; time and cost. It is then crucial for the project manager to stay on top of the triple constraint, understanding what steps are needed to ensure successful project roll-out, knowing how the three attributes affect each other (Kenny, 2003).

Figure 2.2: The Project Management Triangle



Source: Kenny (2003)

The discipline of Project Management is about providing the tools and techniques that enable the project team (not just the project manager) to organise their work to

meet these constraints. The real value of the project triangle is to show the complexity that is present in any project. The key attributes of the Triple Constraint that must be handled effectively for successful completion and closure of any project are itemised as follows (Provincial Government of Western Cape, 2009):

Time – This refers to the actual time required to produce a deliverable. Naturally, the amount of time required to produce the deliverable will be directly related to the amount of requirements that are part of the end result (scope) along with the amount of resources allocated to the project (cost).

Cost – This is the estimation of the amount of money that will be required to complete the project. Cost itself encompasses various things, such as resources, labour rates for contractors, risk estimates as well as bills of materials. All aspects of the project that have a monetary component are made part of the overall cost structure.

Scope – These are the functional elements that, when completed, make up the end deliverable for the project. The scope itself is generally identified up front so as to give the project the best chance of success. (The scope can potentially change during the project life-cycle, a concept known as 'scope creep'). Note that the common success measure for the scope aspect of a project is its inherent quality upon delivery (Provincial Government of Western Cape, 2009).

2.6.3 Understanding the triple constraint

The project manager must be fully cognisant of the fact that scope, time and cost are fully inter-related and if there is a request for a scope change mid-way through the execution of the project, the other two attributes (cost and time) will be affected in some manner. The amount of change is dictated by the nature and complexity of the scope change (Richman, 2002).

In many cases, a project manager may easily accept a change to the scope of a project or accept a budget cut without taking the effort to determine what the consequences of that change will be. A proper analysis of the potential repercussions of adjustments to the scope, time or cost of a project is needed because in many cases it becomes a cause to the project failure (Kwak and Anbari, 2010).

According to Kwak and Anbari (2010), the stakeholders are likely to be the main reasons for scope creep or budget adjustments in a project. Having the stakeholders aware up front of what the ramifications might be for any requested or mandated changes will make communication easier in follow-up meetings and will also make them scrutinise their change requests more thoroughly, rather than assuming that any change will have no issue on the project release cycle. Note that conveyance of the triple constraint to the stakeholders is best performed at the outset, usually during the formation of the initial project plan.

2.6.4 Challenges with Project Management in Government

Nguyeni (2009) explains that the major challenges facing government today is the delivery of all construction and maintenance projects on time, within budget and in accordance with the desired scope. The most critical challenges facing government's infrastructure service delivery programme are:

- Poor Project Scope;
- Poor Time Management;
- Poor Project Quality Management;
- Poor Project Cost Management;
- Poor Risk Management; and
- Poor Communication Management.

Poor project scope management- includes the process required to ensure that the project encompasses all the work required to complete the project successfully. Lack of expertise in scope development and management often lead to contract disputes particularly when clients ask for more than they contracted for and when developers believe that the requests are changes to the scope. Government needs to provide proper training to Project Managers so that they are fully capacitated in order to run the government projects. Projects are being led and run by consultants, which leads to the scope of work being determined by someone who has no interest in the government mandate (Nguyeni, 2009).

Poor project time management- includes the processes required to accomplish timely completion of the project. Lack of planning, a consistently updated project plan

and the failure to apply critical path analysis techniques invariably affect the other project management knowledge areas (Delice, 2012).

Poor project quality management- According to Kenny (2003), quality management must start with a thorough understanding of the client's requirements. It includes all the activities of the performing organisation that determine quality policies, objectives and responsibilities so that the project will satisfy the needs for which it was undertaken. Too often, contractors take on too much work, become over extended and become constrained due to a lack of resources, resulting in poor project quality management. The Public Service and the citizens deserve to get value for money and each project which fails as a result of poor workmanship and materials represents fruitless expenditure and ultimately unnecessary costs to the tax payer

Poor project cost management- it involves includes the processes involved in planning, estimating, budgeting and controlling costs so that the project can be completed within the approved budget (Van Zyl, 2007).

Poor risk management- includes processes concerned with conducting risk management planning, identification, analysis, responses, monitoring and control on a project. Delayed and poor feedback and inefficient control mechanisms for early detection and warning of potential problems often result in high project risk (Van Zyl, 2007).

Poor project communication management- includes the processes required to ensure timely and appropriate generation, collection, distribution, storage, retrieval and ultimate disposition of project information. It also means the successful coordination of all project team members and activities and on time delivery of the required information for project implementation. Training in this area should be concentrated on techniques to improve effective and timely information exchange by using formal meetings reviews and informal personal contacts approaches. Project resources should only be expended on communicating information which contributes to project success or where lack of communication can lead to failure (Burke, 2006).

It is imperative that project management becomes integrated in our overall government and public service approach. It must become part of the organisational culture. The potential for entrenching project management deeper into the public sector is great. The potential for it to result in greater effectiveness, better service delivery for the people of this country and the rest of the continent is not in dispute. The challenge is to move from having that insight, to actually realising the full potential (Burke, 2006).

2.7 CONCLUSION

The literature review has provided a theoretical framework comprising pivotal elements that, together with the research data collected, assist in addressing the research problem statement and research questions. There are many deficiencies in service delivery in the government sector that are preventing the departments from delivering efficient and effective services to its clients. Having identified these deficiencies, a comprehensive approach is called for when turning the government sector around. The literature review therefore justifies the need to address the elements of developing capacity in the public sector, developing integration and efficiency in technology, re-engineering of business processes and effective project management.

The next chapter will provide a detailed outline of the proposed methodology that was undertaken in this study. The chapter will cover issues relating to the selection of the sample from the total sample, the instruments used and the rationale behind using them, the analytical approach and lastly the limitations to the study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 INTRODUCTION

Today many important decisions are taken based on what is termed 'research findings'. Managers in business are aware that the success of their organisations depends on well informed decision-making. But how much can they rely on the research findings that are presented to them? What research skills should organisations possess if they are going to conduct valid research? Miles and Huberman, (1994) define research as something that people undertake in order to discover things in a systematic way, thereby increasing their knowledge.

This chapter gives a detailed outline of the proposed methodology that was undertaken in this study. The chapter covers issues related to the research methods used; selection of the sample from the total sample, the instruments used and the rationale behind using them, the analytical approach and lastly the limitations to the study. Since the quality of empirical research is greatly influenced by research design, careful consideration was made of the design of the research methods. As Ghauri and Gronhaug (2002) stated, the research design gives the overall plan for relating the conceptual research problem to relevant and empirical research.

3.2 AIM OF THE STUDY

The aim of the study was to establish the critical factors underlying the improvement of service delivery within the Department of Public Works by ensuring that key elements of service delivery (cost effectiveness of services, high quality services and timeous delivery of services) are adhered too. The study further sought to ensure that operational realities (outdated business processes, lack of integrated management system and inadequate resources and capacity) are addressed.

3.3 PARTICIPANTS AND LOCATION OF THE STUDY

The Department of Public Works (DPW) is a national government department that is responsible for the financial management and delivery of physical facilities for other provincial departments such as the Departments of Health, Education and other departments. The Head Office is situated in Pretoria with four provincial offices located in difference provinces in South Africa. This research was conducted in the Durban Regional Area. The total study population was made up of 400 employees including senior managers. It must be highlighted that although the employees of the department are 400; the 200 of them consist of cleaning staff and general workers. These employees do not have the capacity to contribute towards the study conducted. As a result the sample could only be drawn out of 200 remaining employees.

The first step towards delivering the objectives is to clearly define the role of the public sector organisation whether this be policy-maker, regulator or service provider. This calls for close scrutiny of the division between its function (implementing policy) and its non-core function. Careful evaluation of how technology will help to meet overall goals is needed, with an integrated management system being recognised as an increasingly essential tool for service delivery (www.publicworks.gov.za).

3.4 RESEARCH APPROACH

This research is exploratory in nature. According to Aaker, Kumar and Day (2007), exploratory research is used when one is seeking insights into the general nature of a problem, the possible decision alternatives, and relevant variables that need to be considered. In addition to being exploratory in the first instance, the study has also been planned to be descriptive, which is used to profile and structure the marketplace, based upon the nature and purpose of this study, quantitative research was primarily used.

Welman and Kruger (2002) suggested that a quantitative approach using a survey method was more suitable than a qualitative one. In this research, the survey can be used for both exploratory and descriptive purposes (Babbie & Mouton, 2001). In this study, structured closed questionnaires were used as the primary data collection technique, which involves collecting and converting data into numerical form so that statistical calculations can be made and conclusions drawn.

3.5 ETHICAL CONSIDERATION

Prior to institutionalizing this research, authorisation was received from the University of KwaZulu-Natal Research Ethics Committee. Sekaran and Bougie (2009) stated that ethics in business research refers to a code of conduct or expected societal norm of behaviour while conducting research. Ethical conduct applies to the organisation and the members who sponsor the research, the researchers who conduct the research and the respondents who supply them with relevant information. To maintain confidentiality, the respondents' personal details, including names, surnames and addresses were not disclosed. In this study it was ensured that no one was harmed or suffered any adverse consequences from the research activities. The rights of the respondents were respected and protected and participation was voluntarily.

3.6 SAMPLING

It is not always possible to conduct research across an entire population. The target population is the complete group of specific population elements relevant to the research project (Zikmund, 2003). Sampling is the process of selecting a representative subset of observations from a population to determine the characteristics (i.e. the population parameters) of the random variable under study. The main motive for examining a sample rather than a population is the cost involved. Statistical inference permits us to draw conclusions about a population parameter based on a sample that is quite small in comparison to the size of the population (Keller, 2008).

According to Wegner (1993), there are two basic methods of sampling: The non-probability sampling method and the probability sampling method. Non-probability sampling is any sampling method in which the observations are not selected randomly. In other words, not every element in the population has an equal chance of being selected. There is a greater opportunity for bias to enter the sample selection and therefore distort the findings of the study when this method is used. Probability sampling includes all selection methods where the observations to be included in a sample have been selected on a purely random basis from the population. In other words, each element of the population has an equal chance of being selected.

This study will use simple random sampling which is a probability sampling method where the sample is selected on a purely random basis. This gives a fair chance to all the elements in the population and is less biased than the non-probability sampling method. This method is ideal for the purposes of this study since the study population (employees) is heterogeneous.

3.6.1 Sample size

The focus of this study will be based on primary and secondary sources of information related to the topic. Primary information will be acquired by means of questionnaires. As Welman, Kruger and Mitchell (2005) suggest, as a general rule, it is not advisable to use any sample with less than 15 units of analysis, but preferably one with more than 25 units of analysis. A sample of 40 respondents, consisting of management as well as departmental officials, will be selected. This sample size will yield a margin of error which is less than 5%, statistically recommended for analysis at a 95% confidence interval.

Table 3.1: Sample size

Category	N
Managers	10
Departmental Officials	30
Total	40

3.7 QUESTIONNAIRE ADMINISTRATION

Before the questionnaire was distributed it was submitted to the research supervisor for approval. After the questionnaire had been pilot tested it was then hand-delivered to certain of the participants and sent electronically to other participants. The questionnaire reached all 40 officials in the Department.

3.8 RESEARCH METHODOLOGY AND DESIGN

3.8.1 Data collection

Data collection is an important aspect of any type of research study. Inaccurate data collection can impact the results of a study and ultimately yield invalid results. According to Sekeran and Bougie (2009) there are two methods of data collection for research purposes, namely quantitative and qualitative methods. The quantitative method is objective, the outcome is often known and the research uses survey questionnaires. The qualitative method is subjective; the outcome is not always clear and is based on the interviews. For this study the quantitative method was used as it obtains information more efficiently in terms of researcher time, energy and cost. Based on the quantitative nature of this study, data will be collected both from primary and secondary sources.

A questionnaire is a common type of survey tool which is adapted to collect and analyse data. According to Sekaran (2003), a questionnaire is a formulated written set of questions to which respondents record their answers, usually within rather closely defined alternatives. Questionnaires which were designed using closed questions were used to collect primary data from respondents. The respondents were provided with questionnaires and explained what the researcher aimed to accomplish.

3.8.2 Quantitative methods

The questionnaire was chosen as the data gathering tool and serves the purpose of collecting quantifiable data that can be analysed to determine patterns and

relationships. A structured questionnaire was designed to obtain data in the quantitative format. The questionnaire was pre-coded and pre-tested to aid with input and analysis of data for the final report. The basic questions covered in the questionnaire were derived from the literature review. A covering letter was attached to the questionnaire to ensure that the respondents were informed of the nature and purpose of the research. The questions included pre-coded questions and only one open-ended question.

The questionnaire was designed in English, as it was believed that most of the employees had a good understanding of English. The researcher distributed and administered the questionnaires personally to ensure that all respondents completely understood all the questions. The researcher also assisted the respondents with proper and accurate explanations where necessary.

3.8.3 Development of instrument

According to Cooper and Schindler (2007), pilot testing is intended to reveal errors in the questionnaire's design. A pilot investigation is a small scale trial which is conducted before the main investigation and is intended to assess the adequacy of the research design and of the instruments to be used for data collection. Piloting the data collection instruments is essential, whether interview schedules or questionnaires are used (Sapsford and Jupp, 2008). A pilot study of the questionnaire was conducted in order to refine the questionnaire design. The questionnaire was tested on five respondents. The pilot participants were taken from the sample of the study, the overall feedback of the pilot was positive except for the few questions which the respondents found ambiguous which had to be corrected as their wording was confusing.

3.8.4 The likert scale questions

The quantitative face-to-face structured questionnaire will mainly use a five-point Likert type response scale (Strongly Agree, Agree, No Opinion, Disagree and Strongly Disagree) with each question anchored at both sides to limit response uncertainty. The main reason for using the five-point Likert Scale technique is that it is considered by the researcher to be closer to the ideal 'truth' and free from communication noises or connotations to avoid the yes/ no answers and uses a more sophisticated approach that allows for variety of positives and negatives (Thiessen, 1993).

3.9 RELIABILITY TESTS

It is important to measure the consistency of the scores obtained, and how consistent each individual's response. It is conducted from one administration of an instrument to another and from one set of items to another. Cronbach's Alpha is a measure of the internal consistency of the questionnaire items to be used. The key statistic in interpreting the reliability of the scale will be the alpha listed under the reliability co-efficient section at the end of the output (Sekaran and Bougie, 2010). The value of coefficient alpha ranges from zero (no internal consistency) to one (complete internal consistency), so in order to enhance the interpretability of results, a Cronbach's Alpha >0.7 and above will be used at 5% significant level (Gliem and Gliem, 2003). The closer Cronbach's Alpha coefficient is to 1.0 the greater the internal consistency of the items in the scale. It should also be noted that an alpha of 0.8 is probably a reasonable goal (Gliem and Gliem, 2003).

3.10 METHOD OF DATA ANALYSIS

This section provides an overview of the methods that will be used to analyse the data collected during the fieldwork. The main goal of data analysis is to produce convincing conclusions and to eliminate alternative explanations for the findings. Data analysis involves reviewing, categorising, tabulating, and recombining evidence

to ascertain meaning which is related to the dissertation's initial aim and objective and to the research questions and issues (Miles and Huberman, 1994).

3.10.1 Quantitative analysis

The data from the structured questionnaire was entered and analysed using the Statistical Programme for Social Scientists (SPSS) Version 20 software and dealt mainly with the ranking of the variables based on mean values and frequency distributions. Descriptive statistics in the form of Tables and graphs were presented with explanations of the trends in the Likert Scale responses.

The statistics produced in the analyses included frequency distributions of the demographic and socio-economic characteristics of the respondents, the means and standard deviations of the Likert Scale responses, as well as correlations between certain variables. These responses will contribute towards finding a solution to improved service delivery in the department.

3.11 ANALYSING THE LIKERT RESPONSES

The Likert Scale reveals the opinion and perception of the respondents towards the various questions posed to them. The mean value of the Likert rating scale is a popular usage indicator for measuring respondents answers - the higher the mean value, the more important the factor and for each question. The respondents will be provided with a five-point Likert Scale. For these questions, a reliability test will be employed to determine the interpretability of the data. According to Gregory (1996), reliability refers to an instrument being able to produce consistently repeatable results. Reliability refers to the accuracy of an instrument to be interpreted. A test must be reliable (Kerlinger, 1992). Reliability is important because decisions cannot be based on results that cannot be repeated.

3.12 LIMITATIONS

Limitations of a study are restrictions that the researcher has no control over, while delimitations are restrictions that the researcher imposes on the study by design (Rudestam and Newton, 2001). This study will be delimited to the type and size of the department studied and its geographical location. A limitation for the study conducted was that out of the 40 questionnaires that were distributed only 35 were received back. It means the questionnaires did not cover the full range of employees that they were intended for, and they could also not reach the staff in all the sections of the Department. The other limitation is that 200 employees of the department are cleaners and general workers and cannot contribute to the study which reduced the sample to only 40.

3.13 CONCLUSION

This chapter presented the research methodology, the types of questionnaires to be used were explained and delimitations of this research were addressed. Discussion regarding the target population, the sample, data collection process, data analysis and design was made. In summary, this chapter established a foundation for the data collection and analysis. In the next chapter, the researcher presents the results of the survey questionnaires conducted on the sample of the Public Works junior staff and management.

CHAPTER FOUR

DATA ANALYSIS AND INTEPRETATION

4.1 INTRODUCTION

In this chapter, the researcher presents the results of the survey questionnaires conducted in the sample of the Public Works junior staff and management. The data from completed survey questionnaires was coded and captured in the Statistical Programme for Social Science (SPSS) Version 20 for Windows and was used for descriptive and inferential analysis. The results were thereafter interpreted using tables, bar graphs and pie charts.

This chapter covers the analysis of the data from the questionnaires, as well as the interpretation of the results using tables, bar graphs and pie charts.

4.2 DATA ANALYSIS

The following section gives an overview of the responses from the quantitative survey which was administered to staff and management in the Department of Public Works in KwaZulu-Natal.

Table 4.1: Section distribution of the respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Property Management	19	54.3	57.6	57.6
	Projects	5	14.3	15.2	72.7
	Key Accounts Management (KAM)	1	2.9	3.0	75.8
	Supply Chain Management (SCM)	4	11.4	12.1	87.9
	Finance	3	8.6	9.1	97.0
	Human Resources	1	2.9	3.0	100.0
	Total	33	94.3	100.0	
Missing	System	2	5.7		
Total		35	100.0		

Figure 4.1: Section distribution of the respondents

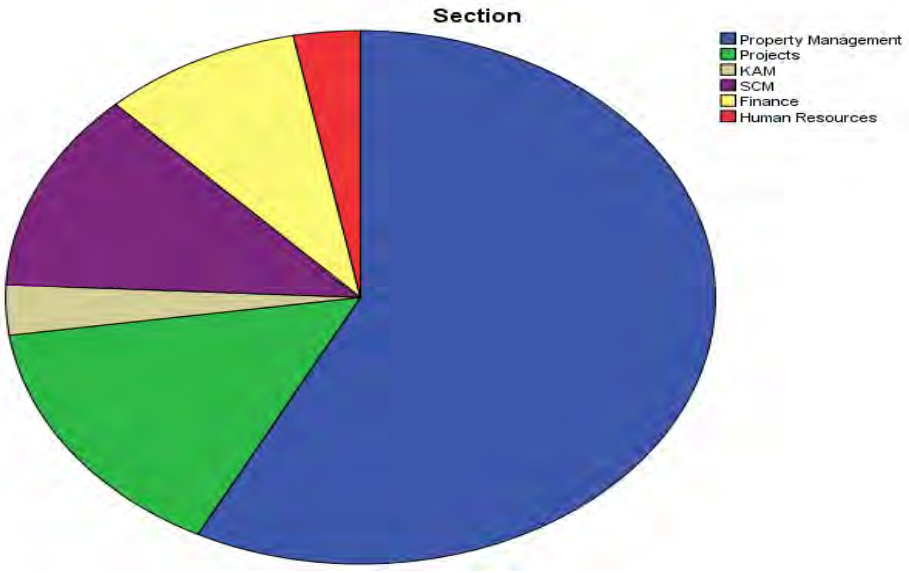


Table 4.1 and Figure 4.1 reveal the distribution of the respondents across the different sections. The largest percentage of the respondents work in property management with a high level percentage of 54.3%, followed by Projects at 14.3%, Supply Chain Management at 11.4%, Finance at 8.6%, Human resources at 2.9%, Key Accounts Management with 2.9%, while 5.7% failed to answer the question.

Table 4.2: Position at work of the respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Employee	24	68.6	70.6	70.6
	Senior Management	10	28.6	29.4	100.0
	Total	34	97.1	100.0	
Missing	System	1	2.9		
Total		35	100.0		

Figure 4.2: Position at work of the respondents

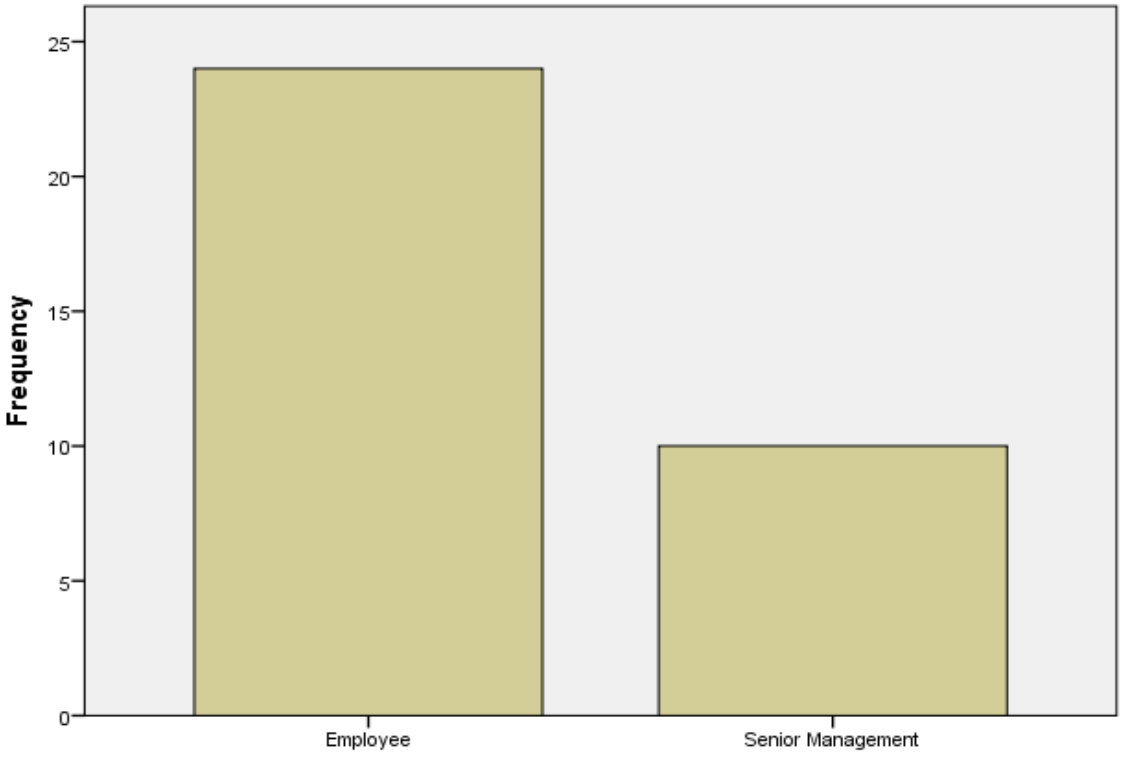


Table 4.2 and Figure 4.2 illustrate the position of the respondents at work. The largest percentage of the respondents are employees, with a high level percentage of 68.6%, followed by senior management at 28.6%, while 2.9% of the respondents did not indicate their position at work.

Table 4.3: The staff complement is adequate for the workload in the Department

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	9	25.7	25.7	25.7
	Disagree	16	45.7	45.7	71.4
	Neutral	2	5.7	5.7	77.1
	Agree	8	22.9	22.9	100.0
	Total	35	100.0	100.0	

Figure 4.3: The staff complement is adequate for the workload in the Department

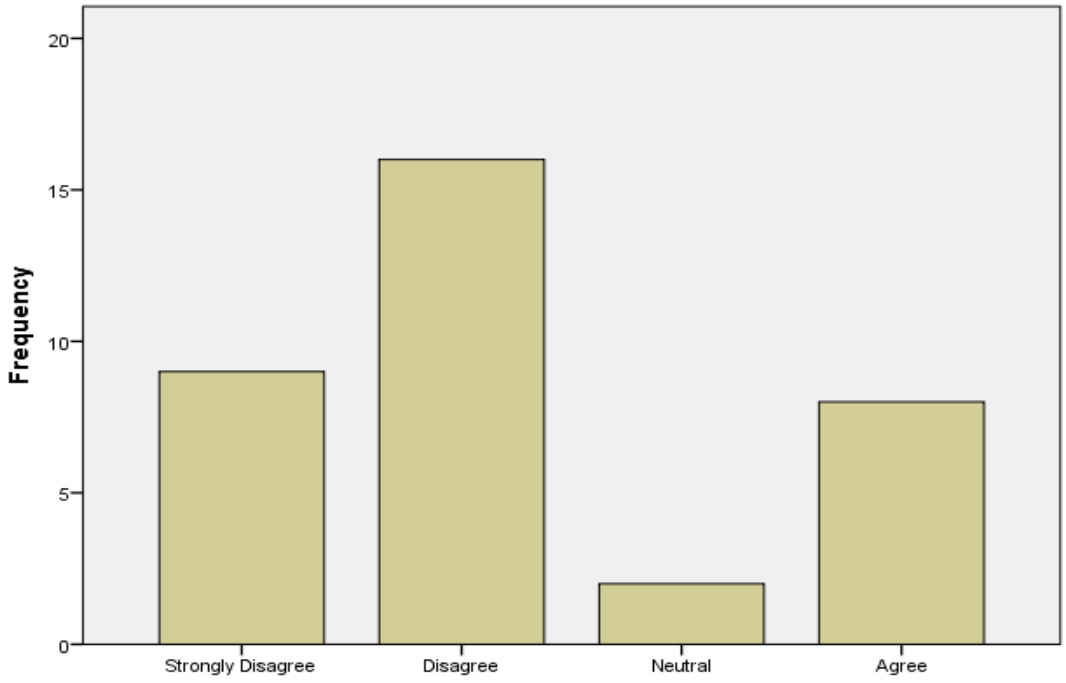


Table 4.3 and Figure 4.3 indicate the responses to the question regarding the staff complement being adequate for the workload in the Department. The largest percentage of the respondents disagreed with the statement, with a high level percentage of 45.7%, followed by those who strongly disagreed at 25.7%, and those who agreed at 22.9%, and those who were neutral at 5.7%.

Table 4.4: The Department has sufficient resources to deliver services on time and in a cost effective manner

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	6	17.1	17.1	17.1
	Disagree	19	54.3	54.3	71.4
	Neutral	5	14.3	14.3	85.7
	Agree	1	2.9	2.9	88.6
	Strongly Agree	4	11.4	11.4	100.0
	Total	35	100.0	100.0	

Figure 4.4: The Department has sufficient resources to deliver services on time and in a cost effective manner

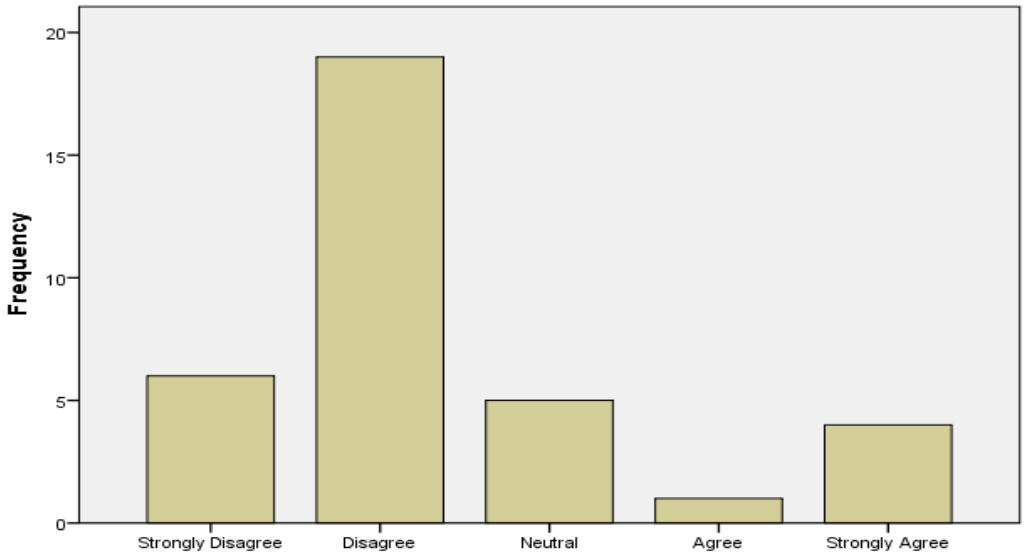


Table 4.4 and Figure 4.4 reveal the results from the respondents regarding the statement that the Department has sufficient resources to deliver services on time and in a cost effective manner. The largest percentage of the respondents disagreed, with a high level percentage of 54.3%, followed by those who strongly disagreed at 17.1%, those who were neutral at 14.3%, those who strongly agreed at 11.4%, and those who agreed at 2.9 %.

Table 4.5: The staff is suitably skilled for the work rendered

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	9	25.7	25.7	25.7
	Neutral	12	34.3	34.3	60.0
	Agree	14	40.0	40.0	100.0
	Total	35	100.0	100.0	

Figure 4.5: The staff is suitably skilled for the work rendered

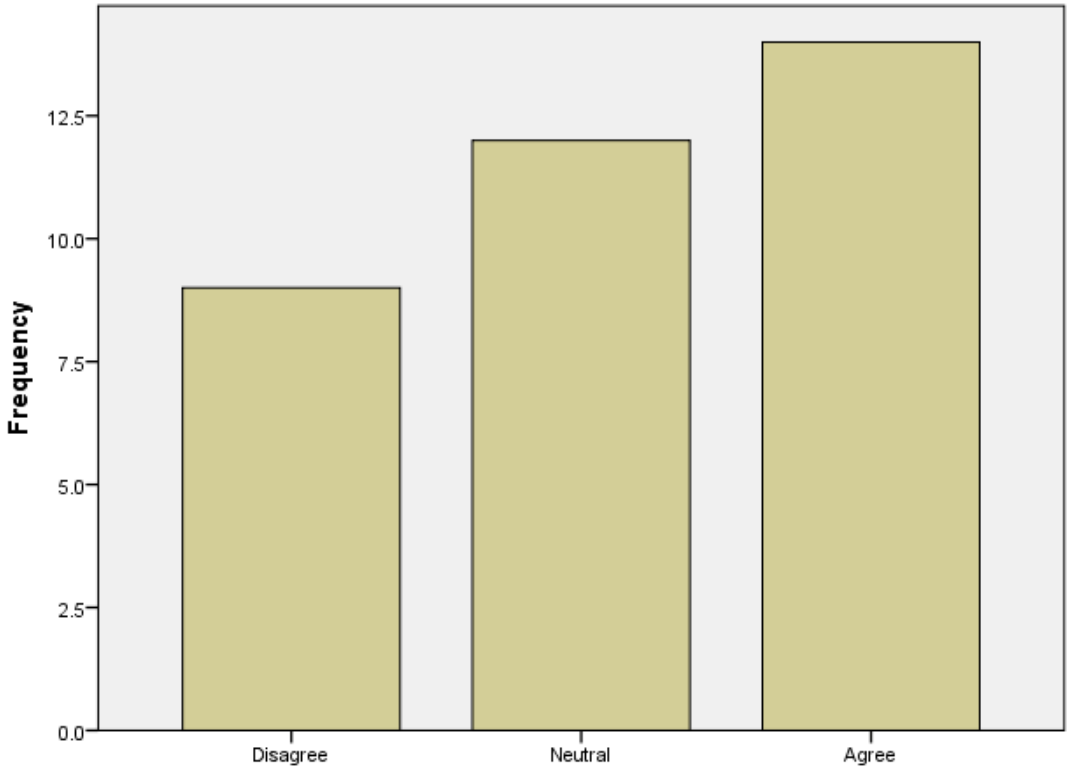


Table 4.5 and Figure 4.5 indicate the responses to the statement that the staff is suitably skilled for the work rendered. The largest percentage of the respondents agreed, with a high level percentage of 40.0%, followed by those who were neutral at 34.3%, and those who disagreed at 25.7%.

Table 4.6: The staff is provided with sufficient training to carry out their duties

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	6	17.1	17.1	17.1
	Disagree	16	45.7	45.7	62.9
	Neutral	9	25.7	25.7	88.6
	Agree	4	11.4	11.4	100.0
	Total	35	100.0	100.0	

Figure 4.6: The staff is provided with sufficient training to carry out their duties

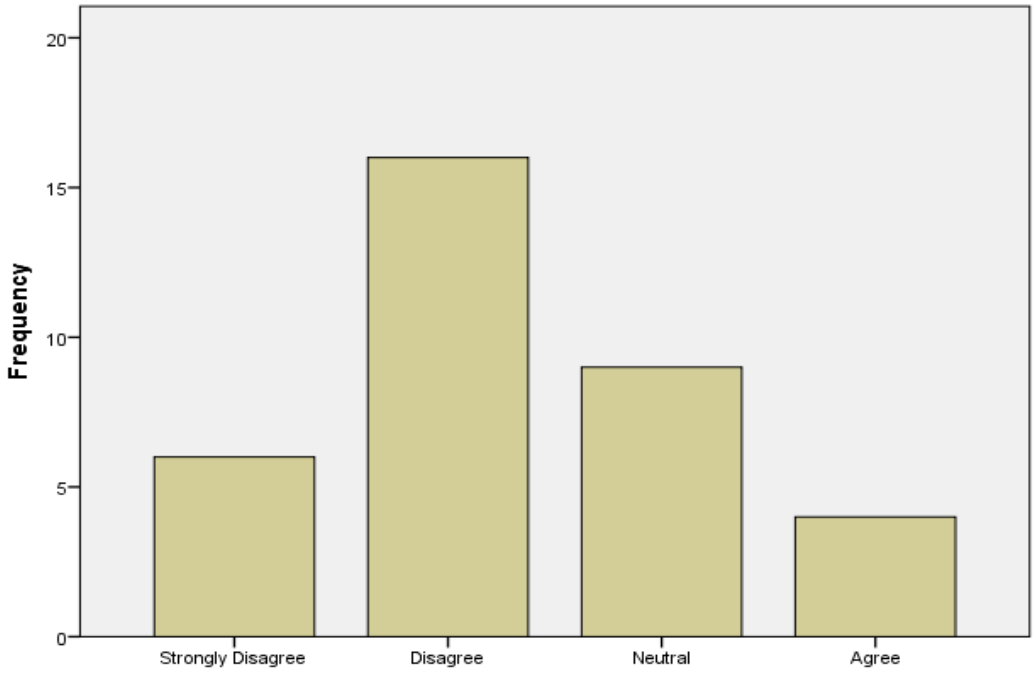


Table 4.6 and Figure 4.6 reveal the responses to the statement that the staff is provided with sufficient training to carry out their duties. The largest percentage of the respondents disagreed, with a high level percentage of 45.7%, followed by those who were neutral at 25.7%, those who strongly disagreed at 17.1%, and those who agreed at 11.4%.

Table 4.7: An integrated management system for projects would improve the management of services rendered by the Department, thereby reducing delays in implementation of projects

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	3	8.6	8.8	8.8
	Agree	15	42.9	44.1	52.9
	Strongly Agree	16	45.7	47.1	100.0
	Total	34	97.1	100.0	
Missing	System	1	2.9		
Total		35	100.0		

Figure 4.7: An integrated management system for projects would improve the management of services rendered by the Department, thereby reducing delays in implementation of projects

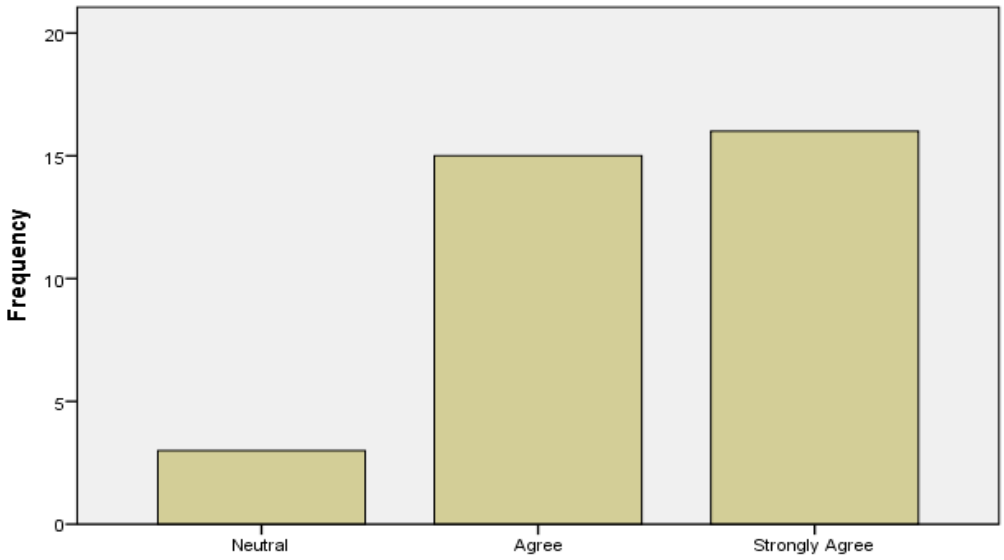


Table 4.7 and Figure 4.7 indicate the responses to statement that an integrated management system for projects would improve the management of services rendered by the Department, thereby reducing delays in implementation of projects. The largest percentage of the respondents strongly agreed, with a high level percentage of 45.7%, followed by those who agreed at 42.9%, those who were neutral at 8.6%, while 2.9% did not give a response.

Table 4.8: Procurement processes in place ensure that competent service providers are procured and that they are procured on time

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	10	28.6	28.6	28.6
	Disagree	18	51.4	51.4	80.0
	Neutral	4	11.4	11.4	91.4
	Agree	3	8.6	8.6	100.0
	Total	35	100.0	100.0	

Figure 4.8: Procurement processes in place ensure that competent service providers are procured and that they are procured on time

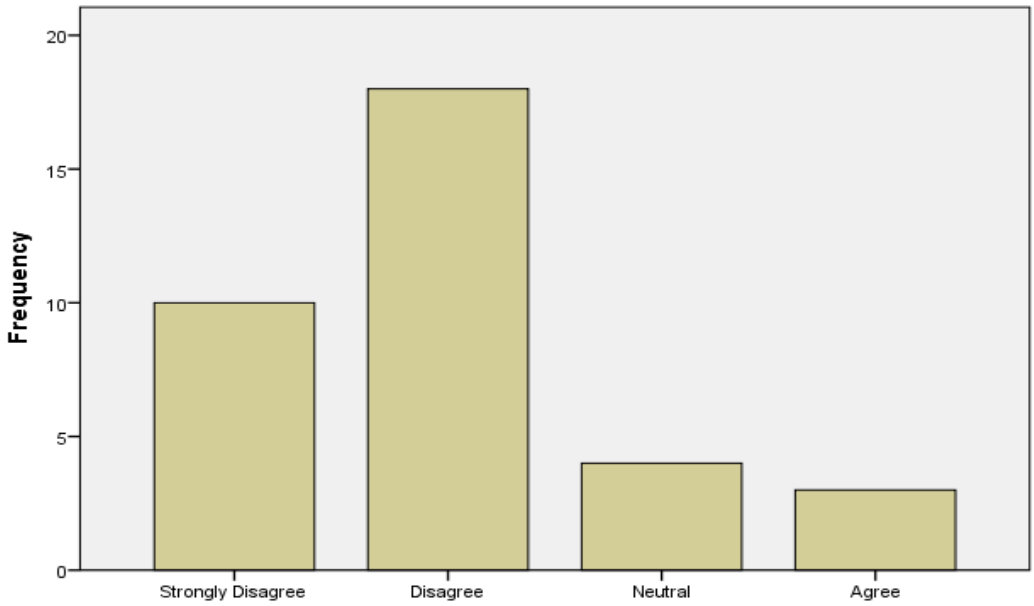


Table 4.8 and Figure 4.8 reveal the responses to the statement that the procurement processes in place ensure that competent service providers are procured and that they are procured on time. The largest percentage of the respondents disagreed, with a high level percentage of 51.4%, followed by those who strongly disagreed at 28.6%, those who were neutral at 11.4%, and those who agreed at 8.6%.

Table 4.9: I am aware of all the defects reported by clients on their properties

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	8.6	8.6	8.6
	Disagree	13	37.1	37.1	45.7
	Neutral	8	22.9	22.9	68.6
	Agree	11	31.4	31.4	100.0
	Total	35	100.0	100.0	

Figure 4.9: I am aware of all the defects reported by clients on their properties

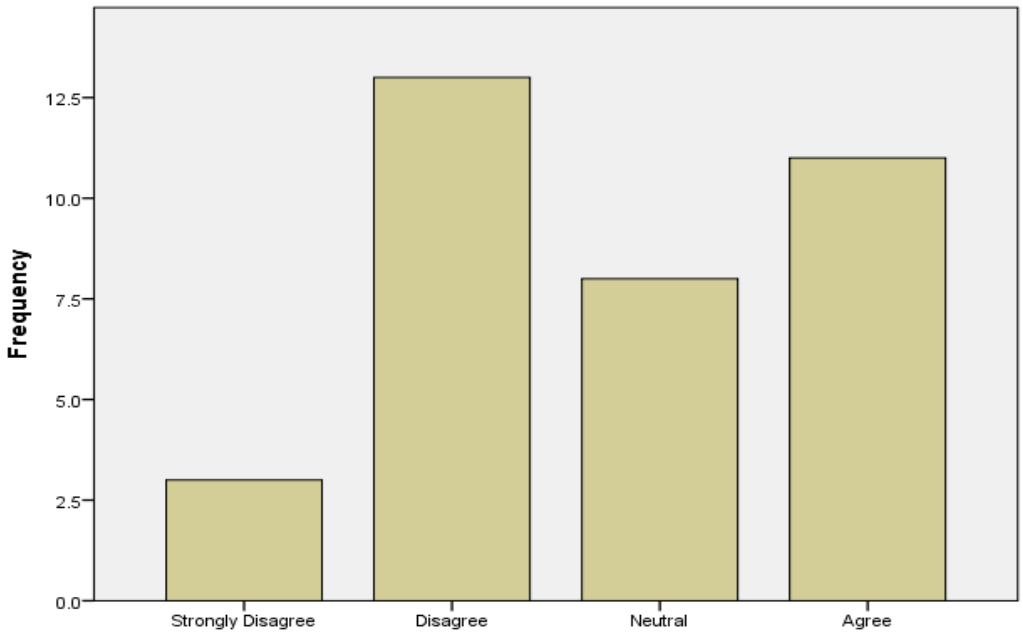


Table 4.9 and Figure 4.9 reveal the responses to the statement that the respondents are aware of all the defects reported by clients with regard to their properties. The largest percentage of the respondents disagreed, with a high level percentage of 37.1%, followed by those who agreed at 31.4%, those who were neutral at 22.9%, and those who strongly disagreed at 8.6%.

Table 4.10: I believe the Department is delivering quality services to clients

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	5.7	5.7	5.7
	Disagree	15	42.9	42.9	48.6
	Neutral	7	20.0	20.0	68.6
	Agree	11	31.4	31.4	100.0
	Total	35	100.0	100.0	

Figure 4.10: I believe the Department is delivering quality services to clients

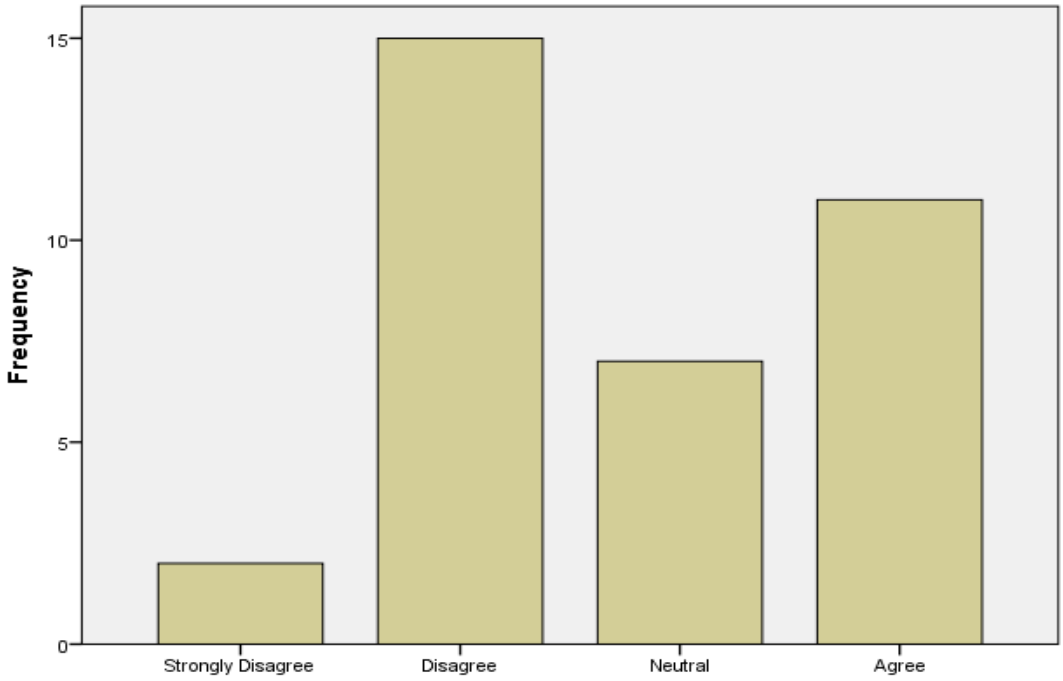


Table 4.10 and Figure 4.10 illustrate the responses to the statement I believe the Department is delivering quality services to clients. The largest percentage of the respondents disagreed, with a high level percentage of 42.9%, followed by those who agreed at 31.4%, those who were neutral at 20.0%, and those who strongly disagreed at 5.7%.

Table 4.11: I believe clients receive the service on time

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	2.9	2.9	2.9
	Disagree	25	71.4	71.4	74.3
	Neutral	4	11.4	11.4	85.7
	Agree	5	14.3	14.3	100.0
	Total	35	100.0	100.0	

Figure 4.11: I believe clients receive the service on time

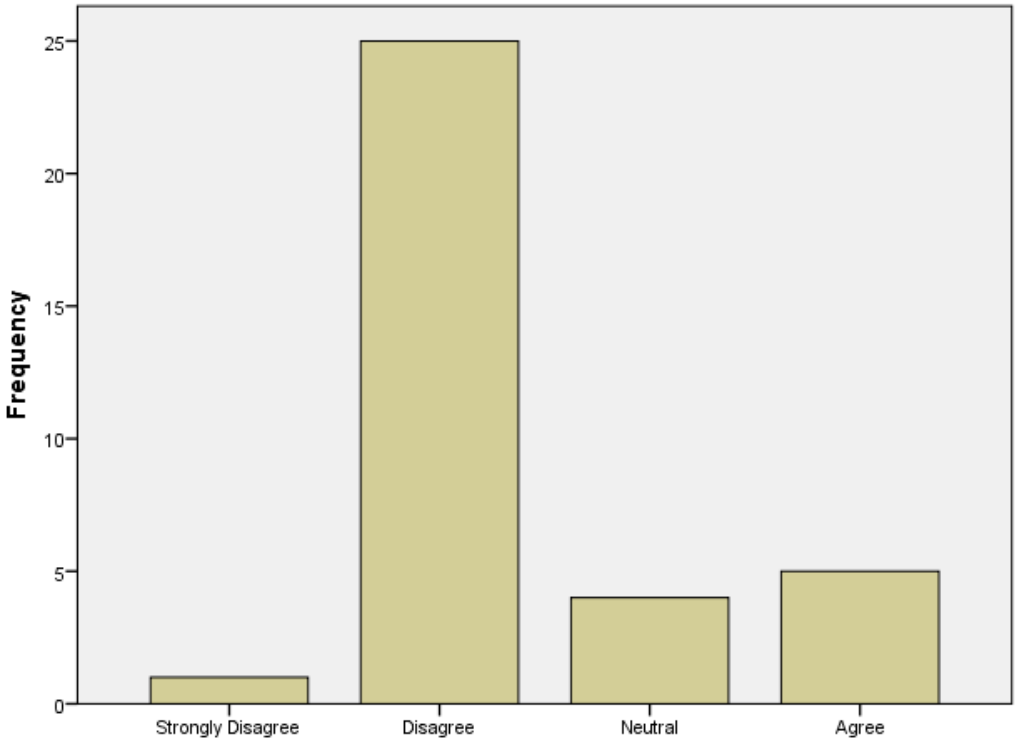


Table 4.11 and Figure 4.11 illustrates the respondents replies to the statement I believe clients receive the service on time. The largest percentage of the respondents disagreed, with a high level percentage of 71.4%, followed by those who agreed at 14.3%, those who were neutral at 11.4%, and those who strongly disagreed at 2.9%.

Table 4.12: I believe projects carried out by the Department are completed within budget

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	5.7	5.7	5.7
	Disagree	8	22.9	22.9	28.6
	Neutral	9	25.7	25.7	54.3
	Agree	15	42.9	42.9	97.1
	Strongly Agree	1	2.9	2.9	100.0
	Total	35	100.0	100.0	

Figure 4.12: I believe projects carried out by the Department are completed within budget

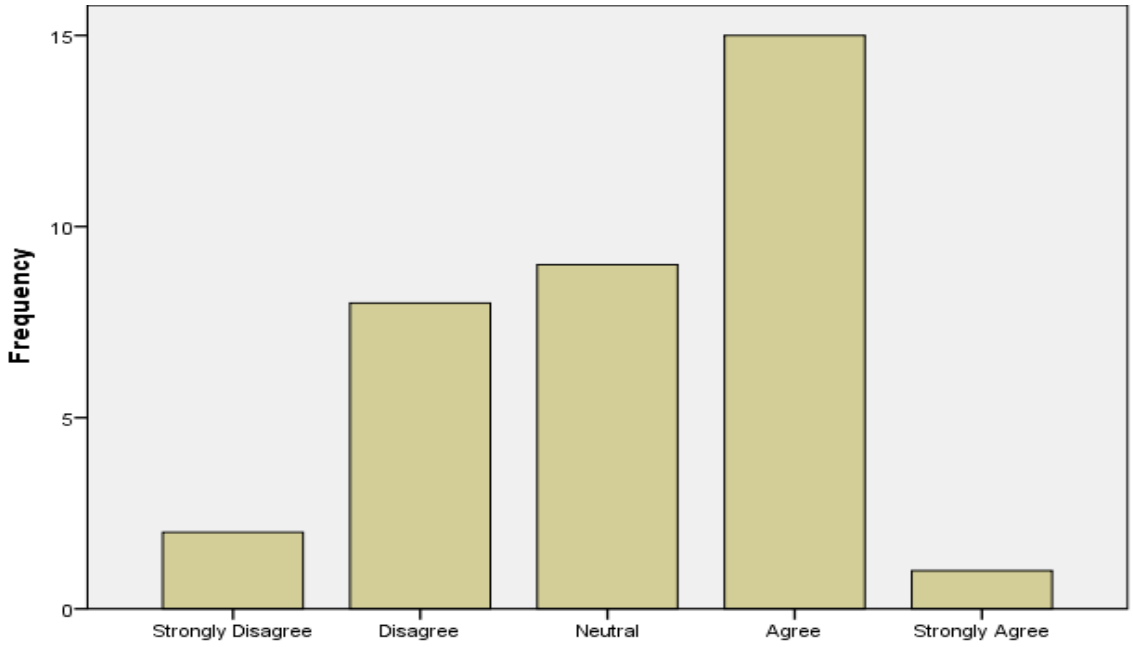


Table 4.12 and Figure 4.12 illustrate the replies of the respondents to the statement I believe projects carried out by the Department are completed within budget. The largest percentage of the respondents agreed, with a high level percentage of 42.9%, followed by those who were neutral at 25.7%, those who disagreed at 22.9%, those who strongly disagreed at 5.7%, and those who strongly agreed at 2.9%.

Table 4.13: The Department has sufficient quantity surveyors to assist with correct estimation of projects

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	14.3	14.3	14.3
	Disagree	22	62.9	62.9	77.1
	Neutral	4	11.4	11.4	88.6
	Agree	4	11.4	11.4	100.0
	Total	35	100.0	100.0	

Figure 4.13: The Department has sufficient quantity surveyors to assist with correct estimation of projects.

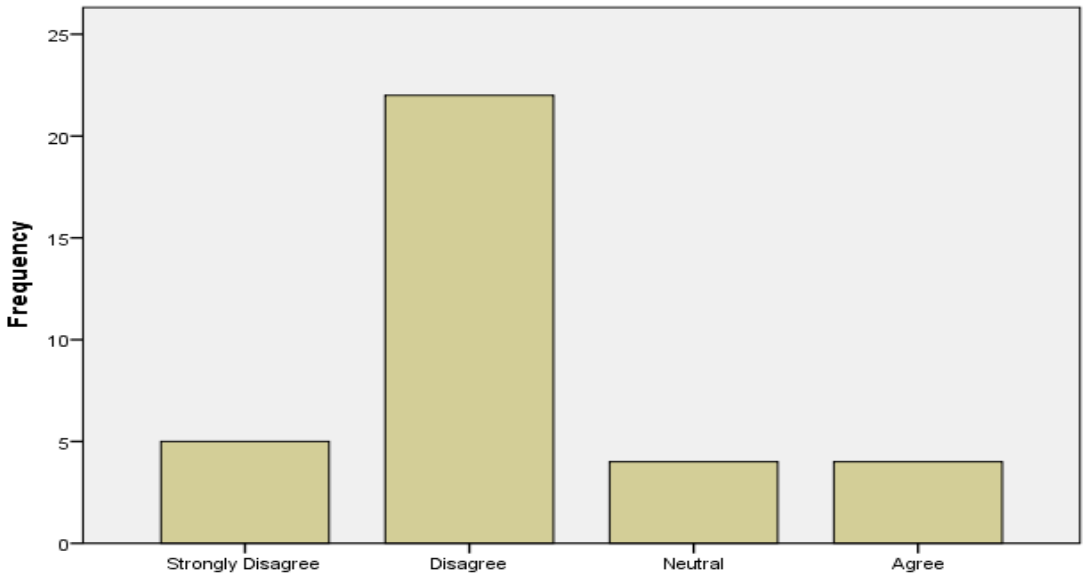


Table 4.13 and Figure 4.13 illustrate the replies of the respondents to the statement that the Department has sufficient quantity surveyors to assist with correct estimation of projects. The largest percentage of the respondents disagreed, with a high level percentage of 62.9%, followed by those who strongly disagreed at 14.3%, those who were neutral at 11.4%, and those who agreed at 11.4%.

Table 4.14: The Department has sufficient engineers to supervise the quality on critical jobs that require an engineer's recommendations

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	14.3	14.3	14.3
	Disagree	20	57.1	57.1	71.4
	Neutral	7	20.0	20.0	91.4
	Agree	2	5.7	5.7	97.1
	Strongly Agree	1	2.9	2.9	100.0
	Total	35	100.0	100.0	

Figure 4.14: The Department has sufficient engineers to supervise the quality on critical jobs requiring engineer's recommendations

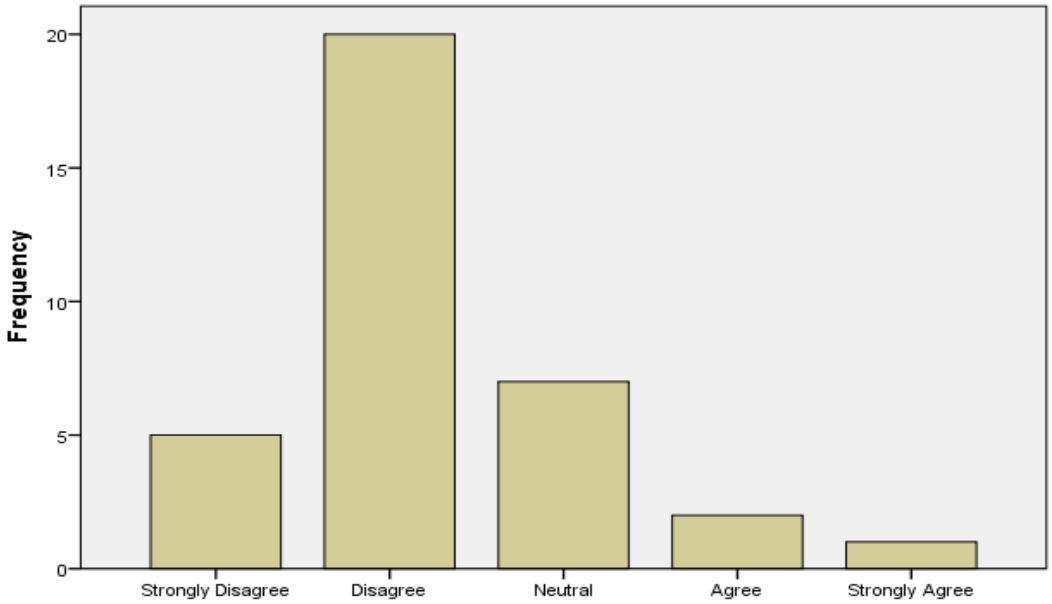


Table 4.14 and Figure 4.14 illustrate the responses to the statement that the Department has sufficient engineers to supervise the quality on critical jobs that require engineer's recommendations. The largest percentage of the respondents disagreed, with a high level percentage of 57.1%, followed by those who were neutral at 20.0%, those who strongly disagreed at 14.3%, those who agreed at 5.7%, and those who strongly agreed at 2.9%.

Table 4.15: The Department needs to revise some of its policies as some create delays in processes

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	14	40.0	40.0	40.0
	Strongly Agree	21	60.0	60.0	100.0
	Total	35	100.0	100.0	

Figure 4.15: The Department needs to revise some of its policies as some create delays in processes

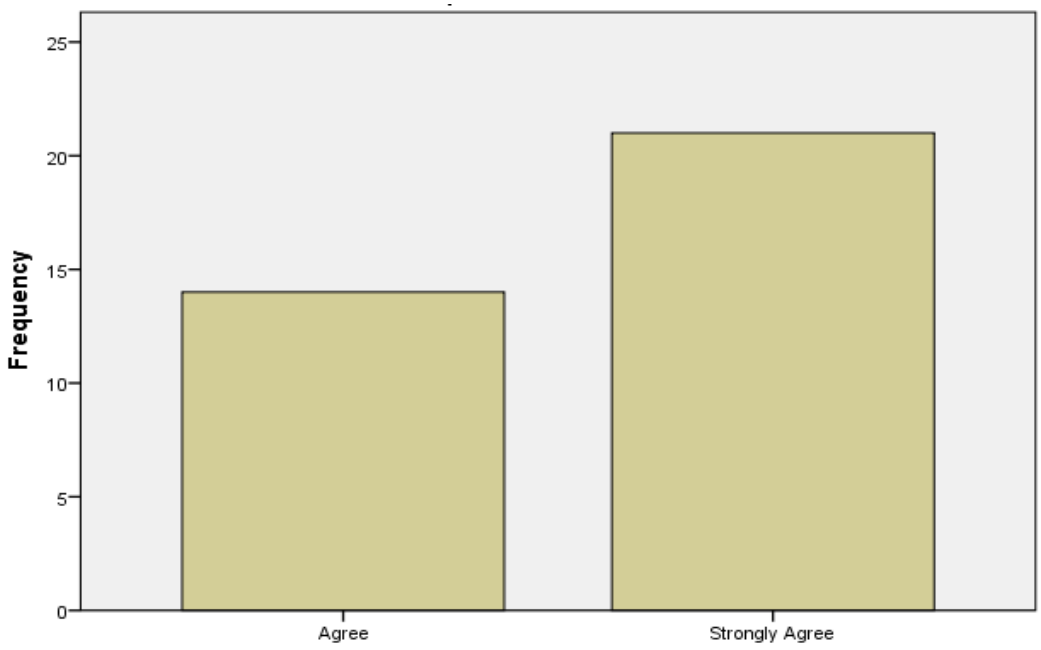


Table 4.15 and Figure 4.15 illustrate the responses to the statement that the Department needs to revise some of its policies as some create delays in processes. The largest percentage of the respondents strongly agreed, with a high level percentage of 60.0%, followed by those who agreed at 40.0%.

Table 4.16: I believe the policy section needs to consult with different sections in order to enhance the policies and guidelines

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	12	34.3	34.3	34.3
	Strongly Agree	23	65.7	65.7	100.0
	Total	35	100.0	100.0	

Figure 4.16: I believe the policy section needs to consult with different sections in order to enhance the policies and guidelines

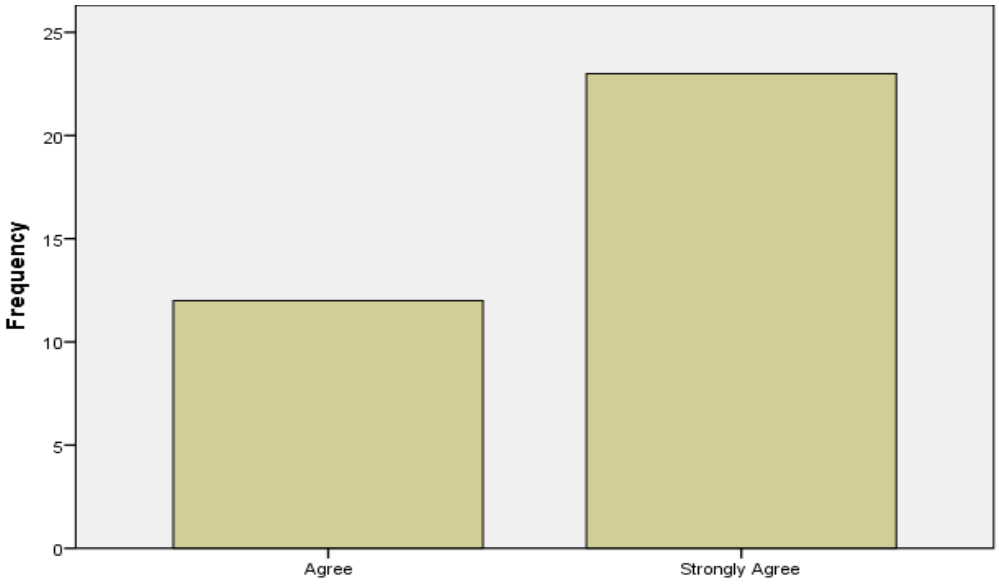


Table 4.16 and Figure 4.16 illustrate the response to the statement I believe the policy section needs to consult with different sections in order to enhance the policies and guidelines. The largest percentage of the respondents strongly agreed, with a high level percentage of 65.7%, followed by those who agreed at 34.3%.

Table 4.17: There is adequate communication with operational staff when processes and guidelines are changed

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	11.4	11.8	11.8
	Disagree	19	54.3	55.9	67.6
	Neutral	4	11.4	11.8	79.4
	Agree	6	17.1	17.6	97.1
	Strongly Agree	1	2.9	2.9	100.0
	Total	34	97.1	100.0	
Missing	System	1	2.9		
Total		35	100.0		

Figure 4.17: There is adequate communication with operational staff when processes and guidelines are changed

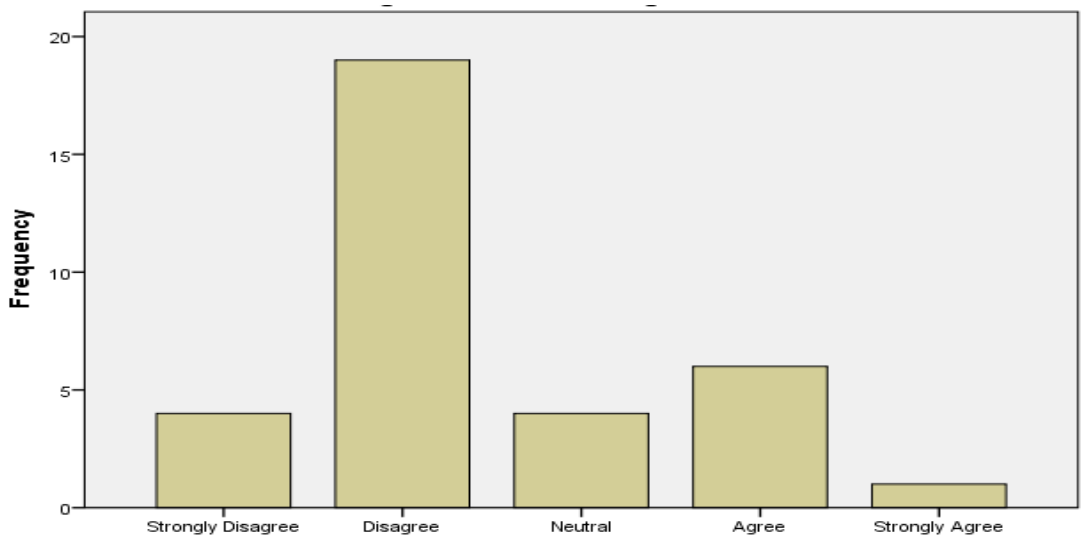


Table 4.17 and Figure 4.17 illustrate the responses to the statement that there is adequate communication with operational staff when processes and guidelines are changed. The largest percentage of the respondents disagreed, with a high level percentage of 54.3%, followed by those who agreed at 17.1%, those who strongly disagreed at 11.4%, those who were neutral at 11.4%, and those who strongly agreed at 2.9%, with 2.9% of the respondents not replying.

Table 4.18: There are clear business processes for each section in the Department

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	5.7	5.9	5.9
	Disagree	17	48.6	50.0	55.9
	Neutral	7	20.0	20.6	76.5
	Agree	7	20.0	20.6	97.1
	Strongly Agree	1	2.9	2.9	100.0
	Total	34	97.1	100.0	
Missing	System	1	2.9		
Total		35	100.0		

Figure 4.18: There are clear business processes for each section in the Department

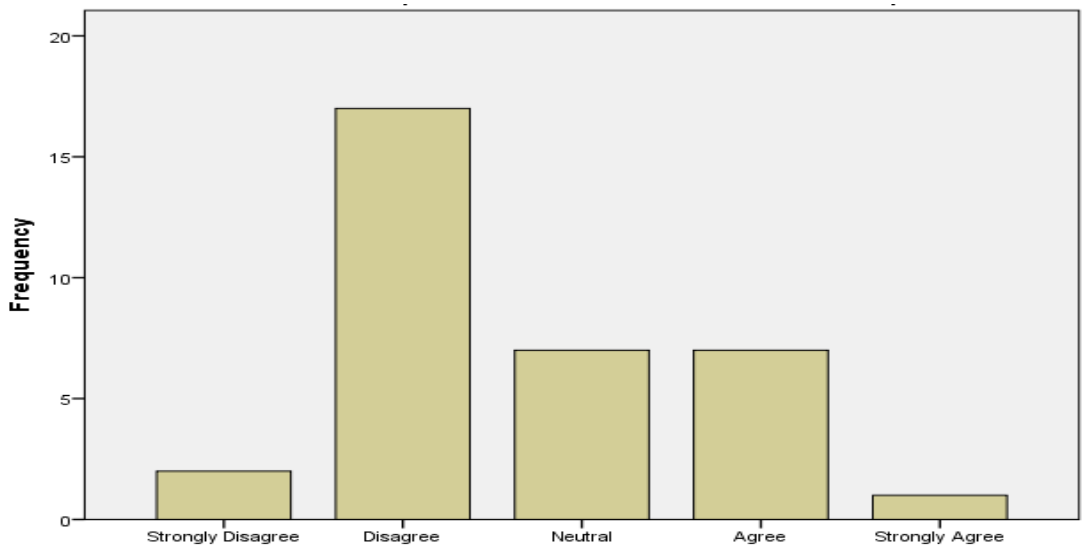


Table 4.18 and Figure 4.18 illustrate the responses to the statement that there are clear business processes for each section in the Department. The largest percentage of the respondents disagreed, with a high level percentage of 48.6%, followed by those who were neutral at 20.0%, those who agreed at 20.0%, those who strongly disagreed at 5.7%, and those who strongly agreed at 2.9%, with 2.9% of the respondents not replying.

Table 4.19: Audit queries arise because operational staff is not fully following the business processes or guidelines

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	13	37.1	38.2	38.2
	Neutral	6	17.1	17.6	55.9
	Agree	13	37.1	38.2	94.1
	Strongly Agree	2	5.7	5.9	100.0
	Total	34	97.1	100.0	
Missing	System	1	2.9		
Total		35	100.0		

Figure 4.19: Audit queries arise because operational staff is not fully following the business processes or guidelines

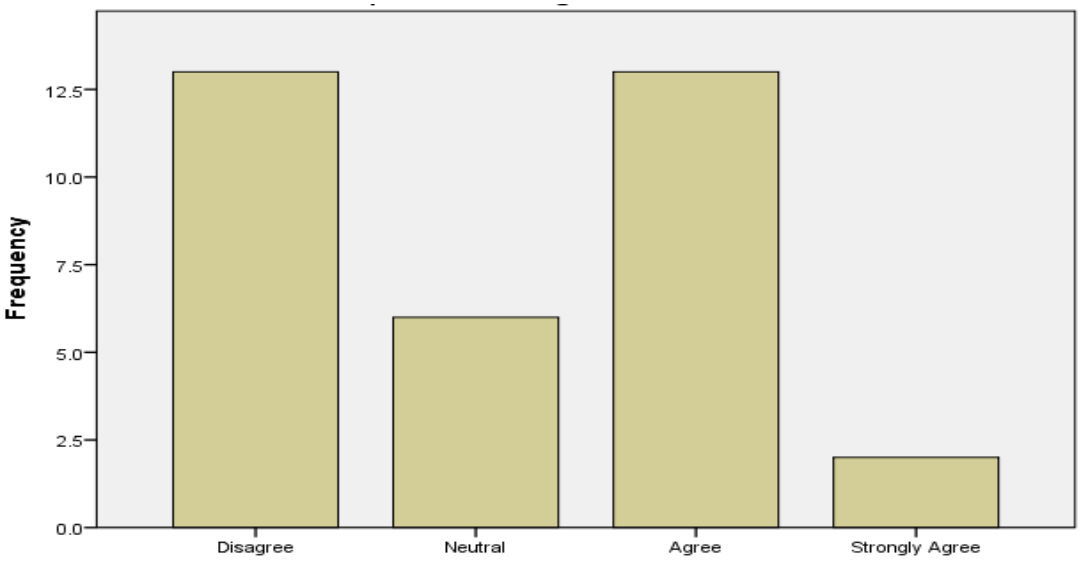


Table 4.19 and Figure 4.19 illustrate the responses to the statement that audit queries arise because operational staff is not fully following the business processes or guidelines. The largest percentage of the respondents disagreed, with a high level percentage of 37.1%, and those who agreed at 37.1%, followed by those who were neutral at 17.1%, those who strongly agreed at 5.7%, with 3.4% of the respondents not replying.

4.3 PEARSON CORRELATION

Often several quantitative variables are measured on each member of a sample. If we consider a pair of such variables, it is frequently of interest to establish if there is a relationship between the two; i.e. to see if they are *correlated* (Pallant, 2007).

No: Correlation

No: The table below illustrates the relationship between the position of the respondent at work and his/her response to statement about the staff complement being adequate for the workload in the Department

Correlations

		The staff complement is adequate for the workload in the Department
Position at work	Pearson Correlation	-.311
	Sig. (2-tailed)	.074
	N	34
The staff complement is adequate for the workload in the Department	Pearson Correlation	1
	Sig. (2-tailed)	
	N	35

The correlation (r) between the position of the respondent at work and his/her response to the statement about the staff complement being adequate for the workload in the Department is -.311. This co-efficient shows that there is a weak relationship between the position at work and the statement that the staff complement is adequate for the workload in the Department. The probability (p) of this correlation coefficient is 0.074,which is greater than 0.05, implying that there is no statistically significant relationship between the position at work and the statement that the staff complement is adequate for the workload in the Department ($r=-.311$, $p>0.05$).

No: Correlation

No: The table below illustrates the relationship between the position of the respondent at work and his/her response to the statement that the Department has sufficient resources to deliver services on time and in a cost effective manner.

Correlations

		The Department has sufficient resources to deliver services on time and in a cost effective manner
Position at work	Pearson Correlation	-.298
	Sig. (2-tailed)	.087
	N	34
The Department has sufficient resources to deliver services on time and in cost effective manner	Pearson Correlation	1
	Sig. (2-tailed)	
	N	35

The correlation (r) between the position of the respondent at work and his/her response to the statement that the Department has sufficient resources to deliver services on time and in cost effective manner is -.298. This co-efficient show that there is a weak relationship between position at work and the statement that the Department has sufficient resources to deliver services on time and in cost effective manner. The probability (p) of this correlation coefficient is 0.087, which is greater than 0.05, implying that there is no statistically significant relationship between the position at work and the statement that the Department has sufficient resources to deliver services on time and in a cost effective manner (r=.-298, p>0.05).

No: Correlation

No: The table below illustrates the relationship between the respondents' position at work and their responses to the statement that staff is suitably skilled for the work rendered

Correlations

		The staff is suitably skilled for the work rendered
Position at work	Pearson Correlation	.202
	Sig. (2-tailed)	.253
	N	34
The staff is suitably skilled for the work rendered	Pearson Correlation	1
	Sig. (2-tailed)	
	N	35

The correlation (r) between the position of the respondent at work and the statement that staff is suitably skilled for the work rendered is 0.202. This co-efficient show that there is a weak relationship between the position at work and the statement that staff is suitably skilled for the work rendered. The probability (p) of this correlation coefficient is 0.253, which is greater than 0.05, implying that there is no statistically significant relationship between the respondent's position at work and the statement that staff is suitably skilled for the work rendered ($r=0.202$, $p>0.05$)

No: Correlation

No: The table below illustrates the relationship between position of the respondent at work and the statement that the staff is provided sufficient training to carry out their duties.

Correlations

		The staff is provided sufficient training to carry out their duties
Position at work	Pearson Correlation	.342
	Sig. (2-tailed)	.047
	N	34
The staff is provided sufficient training to carry out their duties	Pearson Correlation	1*
	Sig. (2-tailed)	
	N	35

*. Correlation is significant at the 0.05 level (2-tailed).

The correlation (r) between the position at work and the statement that the staff is provided sufficient training to carry out their duties is 0.342. This coefficient shows that there is a strong and positive relationship between the position at work and the statement that the staff is provided sufficient training to carry out their duties. The probability (p) of this correlation coefficient 0.047,which is less than 0.05, implying that there is a statistically significant relationship between the position at work and the statement that the staff is provided sufficient training to carry out their duties ($r=.342$, $p<0.05$).

No: Correlation

No: The table below illustrates the relationship between the position at work and the statement that an integrated management system for projects would improve the management of services rendered by the Department, thereby reducing delays in implementation of projects

Correlations

		An integrated management system for projects would improve the management of services rendered by the Department, thereby reducing delays in implementation of projects
Position at work	Pearson Correlation	-.135
	Sig. (2-tailed)	.455
	N	33
An integrated management system for projects would improve the management of services rendered by the Department, thereby reducing delays in implementation of projects	Pearson Correlation	1
	Sig. (2-tailed)	
	N	34

The correlation (r) between the position at work and the statement that an integrated management system for projects would improve the management of services rendered by the Department, thereby reducing delays in implementation of projects is -.135. This co-efficient shows that there is a weak relationship between the position at work and the statement that an integrated management system for projects would improve the management of services rendered by the Department, thereby reducing delays in implementation of projects. The probability (p) of this correlation coefficient is 0.455, which is greater than 0.05, implying that there is no statistically significant relationship between the position at work and the statement that an integrated management system for projects would improve the management of services rendered by the Department; thereby reducing delays in implementation of projects ($r=-.135$, $p>0.05$).

No: Correlation

No: The table below illustrates the relationship between the position at work and the statement that procurement processes in place ensure that competent service providers are procured and that they are procured on time

Correlations

		Procurement processes in place ensure that competent service providers are procured and that they are procured on time
Position at work	Pearson Correlation	.148
	Sig. (2-tailed)	.405
	N	34
Procurement processes in place ensure that competent service providers are procured and that they are procured on time	Pearson Correlation	1
	Sig. (2-tailed)	
	N	35

The correlation (r) between the position at work and the statement that procurement processes in place ensure that competent service providers are procured and that they are procured on time is 0.148. This co-efficient shows that there is a weak relationship between the position at work and the statement that procurement processes in place ensure that competent service providers are procured and that they are procured on time. The probability (p) of this correlation coefficient is 0.405, which is greater than 0.05, implying that there is no statistically significant relationship between the position at work and the statement that procurement processes in place ensure that competent service providers are procured and that they are procured on time (r=.148, p>0.05).

No: Correlation

No: The table below illustrates the relationship between the position at work and the statement: I am aware of all the defects reported by clients with regard to their properties.

Correlations

		I am aware of all the defects reported by clients with regard to their properties
Position at work	Pearson Correlation	.134
	Sig. (2-tailed)	.451
	N	34
I am aware of all the defects reported by clients with regard to their properties	Pearson Correlation	1
	Sig. (2-tailed)	
	N	35

The correlation (r) between the position at work and the statement: I am aware of all the defects reported by clients with regard to their properties is 0.134. This co-efficient show that there is a weak relationship between the position at work and the statement: I am aware of all the defects reported by clients with regard to their properties. The probability (p) of this correlation coefficient is 0.451,which is greater than 0.05, implying that there is no statistically significant relationship between the position at work and the statement: I am aware of all the defects reported by clients with regard to their properties ($r=.134$, $p>0.05$).

No: Correlation

No: The table below illustrates the relationship between the position at work and the statement: I believe the Department is delivering quality services to clients.

Correlations

		I believe the Department is delivering quality services to clients
Position at work	Pearson Correlation	.289
	Sig. (2-tailed)	.097
	N	34
I believe the Department is delivering quality services to clients	Pearson Correlation	1
	Sig. (2-tailed)	
	N	35

The correlation (r) between the position at work and the statement: I believe the Department is delivering quality services to clients is 0.289. This co-efficient show that there is a weak relationship between the position at work and the statement: I believe the Department is delivering quality services to clients. The probability (p) of this correlation coefficient is 0.097, which is greater than 0.05, implying that there is no statistically significant relationship between the position at work and the statement: I believe the Department is delivering quality services to clients (r=.289, p>0.05).

No: Correlation

No: The table below illustrates the relationship between the position at work and the statement: I believe clients receive the service on time.

Correlations

		Position at work	I believe clients receive the service on time
Position at work	Pearson Correlation	1	.267
	Sig. (2-tailed)		.127
	N	34	34
I believe clients receive the service on time	Pearson Correlation	.267	1
	Sig. (2-tailed)	.127	
	N	34	35

The correlation (r) between the position at work and the statement: I believe clients receive the service on time is 0.267. This co-efficient show that there is a weak relationship between the position at work and the statement: I believe clients receive the service on time. The probability (p) of this correlation coefficient is 0.127, which is greater than 0.05, implying that there is no statistically significant relationship between the position at work and the statement: I believe clients receive the service on time (r=.267, p>0.05).

No: Correlation

No: The table below illustrates the relationship between the position at work and the statement:

I believe projects carried out by the Department are completed within budget.

Correlations

		I believe projects carried out by the Department are completed within budget
Position at work	Pearson Correlation	.008
	Sig. (2-tailed)	.964
	N	34
I believe projects carried out by the Department are completed within budget	Pearson Correlation	1
	Sig. (2-tailed)	
	N	35

The correlation (r) between the position at work and the statement: I believe projects carried out by the Department are completed within budget is 0.008. This co-efficient show that there is a weak relationship between the position at work and the statement: I believe projects carried out by the Department are completed within budget. The probability (p) of this correlation coefficient is 0.964, which is greater than 0.05, thus implying that there is no statistically significant relationship between the position at work and the statement: I believe projects carried out by the Department are completed within budget ($r=.008$, $p>0.05$).

Correlations

		The Department has sufficient quantity surveyors to assist with correct estimation of projects
Position at work	Pearson Correlation	-.005
	Sig. (2-tailed)	.980
	N	34
The Department has sufficient quantity surveyors to assist with correct estimation of projects	Pearson Correlation	1
	Sig. (2-tailed)	
	N	35

The correlation (r) between the position at work and the statement that the Department has sufficient quantity surveyors to assist with correct estimation of projects is -.005. This co-efficient show that there is a weak relationship between the position at work and the statement that the Department has sufficient quantity surveyors to assist with correct estimation of projects. The probability (p) of this correlation coefficient is .980, which is greater than 0.05, implying that there is no statistically significant relationship between the position at work and the statement that the Department has sufficient quantity surveyors to assist with correct estimation of projects ($r=-.005$, $p>0.05$).

No: Correlation

No: The table below illustrates the relationship between the position at work and the statement that the Department has sufficient engineers to supervise the quality on critical jobs requiring engineers' recommendations.

Correlations

		The Department has sufficient engineers to supervise the quality on critical jobs that require engineers' recommendations
Position at work	Pearson Correlation	-.153
	Sig. (2-tailed)	.389
	N	34
The Department has sufficient engineers to supervise the quality on critical jobs requiring engineers' recommendations	Pearson Correlation	1
	Sig. (2-tailed)	
	N	35

The correlation (r) between the position at work and the statement that the Department has sufficient engineers to supervise the quality on critical jobs that require engineer's recommendation is -.153. This co-efficient show that there is a weak relationship between the position at work and the statement that the Department has sufficient engineers to supervise the quality on critical jobs requiring engineers' recommendations. The probability (p) of this correlation coefficient is 0.389, which is greater than 0.05, implying that there is no statistically significant relationship between the position at work and the statement that the Department has sufficient engineers to supervise the quality on critical jobs that require engineers' recommendations ($r=-.153$, $p>0.05$).

No: Correlation

No: The table below illustrates the relationship between the position at work and the statement that the Department needs to revise some of its policies as some create delays in processes.

Correlations

		The Department needs to revise some of its policies as some create delays in processes
Position at work	Pearson Correlation	.015
	Sig. (2-tailed)	.931
	N	34
The Department needs to revise some of its policies as some create delays in processes	Pearson Correlation	1
	Sig. (2-tailed)	
	N	35

The correlation (r) between the position at work and the statement that the Department needs to revise some of its policies as some create delays in processes is 0.015. This co-efficient shows that there is a weak relationship between the position at work and the statement that the Department needs to revise some of its policies as some create delays in processes. The probability (p) of this correlation coefficient is 0.931, which is greater than 0.05, implying that there is no statistically significant relationship between the position at work and the statement that the Department needs to revise some of its policies as some create delays in processes ($r=.015$, $p>0.05$).

No: Correlation

No: The table below illustrates the relationship between the position at work and the statement: I believe the policy section needs to consult with different sections in order to enhance the policies and guidelines.

Correlations

		I believe the policy section needs to consult with different sections in order to enhance the policies and guidelines
Position at work	Pearson Correlation	.072
	Sig. (2-tailed)	.688
	N	34
I believe the policy section needs to consult with different sections in order to enhance the policies and guidelines	Pearson Correlation	1
	Sig. (2-tailed)	
	N	35

The correlation (r) between the position at work and the statement: I believe the policy section needs to consult with different sections in order to enhance the policies and guidelines are .072. This co-efficient show that there is a weak relationship between the position at work and the statement: I believe the policy section needs to consult with different sections in order to enhance the policies and guidelines. The probability (p) of this correlation coefficient is .688, which is greater than 0.05, implying that there is no statistically significant relationship between the position at work and the statement: I believe the policy section needs to consult with different sections in order to enhance the policies and guidelines ($r=.072$, $p>0.05$).

No: Correlation

No: The table below illustrates the relationship between the position at work and the statement that there is adequate communication with operational staff when processes and guidelines are changed.

Correlations

		There is adequate communication with operational staff when processes and guidelines are changed
Position at work	Pearson Correlation	.071
	Sig. (2-tailed)	.694
	N	33
There is adequate communication with operational staff when processes and guidelines are changed	Pearson Correlation	1
	Sig. (2-tailed)	
	N	34

The correlation (r) between the position at work and the statement that there is adequate communication with operational staff when processes and guidelines are changed is 0.071. This co-efficient show that there is a weak relationship between the position at work and the statement that there is adequate communication with operational staff when processes and guidelines. The probability (p) of this correlation coefficient is 0.694, which is greater than 0.05, implying that there is no statistically significant relationship between the position at work and the statement that there is adequate communication with operational staff when processes and guidelines ($r=.071$, $p>0.05$).

No: Correlation

No: The table below illustrates the relationship between the position at work and the statement that there are clear business processes for each section in the Department.

Correlations

		There are clear business processes for each section in the Department
Position at work	Pearson Correlation	.065
	Sig. (2-tailed)	.719
	N	33
There are clear business processes for each section in the Department	Pearson Correlation	1
	Sig. (2-tailed)	
	N	34

The correlation (r) between the position at work and the statement that there are clear business processes for each section in the Department is .065. This co-efficient show there is a weak relationship between the position at work and the statement that there are clear business processes for each section in the Department. The probability (p) of this correlation coefficient is 0.719, which is greater than 0.05, implying that there is no statistically significant relationship between the position at work and the statement that there are clear business processes for each section in the Department ($r=.065$, $p>0.05$).

No: Correlation

No: The table below illustrates the relationship between the position at work and the statement that audit queries arise because operational staff is not fully following the business processes or guidelines.

Correlations

		Audit queries arise because operational staff is not fully following the business processes or guidelines
Position at work	Pearson Correlation	-.034
	Sig. (2-tailed)	.849
	N	33
Audit queries arise because operational staff is not fully following the business processes or guidelines	Pearson Correlation	1
	Sig. (2-tailed)	
	N	34

The correlation (r) between the position at work and the statement that audit queries arise because operational staff is not fully following the business processes or guidelines is -.034. This co-efficient show that there is a weak relationship between the position at work and the statement that audit queries arise because operational staff is not fully following the business processes or guidelines. The probability (p) of this correlation coefficient is 0.849, which is greater than 0.05, implying that there is no statistically significant relationship between the position at work and the statement that audit queries arise because operational staff is not fully following the business processes or guidelines.

No: Correlation

No: The table below illustrates the relationship between the section of the respondent and the statement: I am aware of all the defects reported by clients with regard to their properties.

Correlations

		Section	I am aware of all the defects reported by clients with regard to their properties
Section	Pearson Correlation	1	-.543**
	Sig. (2-tailed)		.001
	N	33	33
I am aware of all the defects reported by clients with regard to their properties	Pearson Correlation	-.543**	1
	Sig. (2-tailed)	.001	
	N	33	35

**. Correlation is significant at the 0.01 level (2-tailed).

The correlation (r) between the section and the statement: I am aware of all the defects reported by clients with regard to their properties is -.543. This coefficient shows that there is a strong and positive relationship between the section and the statement: I am aware of all the defects reported by clients with regard to their properties. The probability (p) of this correlation coefficient is 0.001, which is less than 0.05, implying that there is a statistically significant relationship between the section and the statement: I am aware of all the defects reported by clients with regard to their properties ($r=-.543$, $p<0.05$).

No: Correlation

No: The table below illustrates the relationship between the section of the respondent and the statement that the Department needs to revise some of its policies as some create delays in processes.

Correlations

		Section	The Department needs to revise some of its policies as some create delays in processes
Section	Pearson Correlation	1	-.505**
	Sig. (2-tailed)		.003
	N	33	33
The Department needs to revise some of its policies as some create delays in processes	Pearson Correlation	-.505**	1
	Sig. (2-tailed)	.003	
	N	33	35

**. Correlation is significant at the 0.01 level (2-tailed).

The correlation (r) between the section and the statement that the Department needs to revise some of its policies as some create delays in processes is -.505. This coefficient shows that there is a strong and positive relationship between the section and the statement that the Department needs to revise some of its policies as some create delays in processes. The probability (p) of this correlation coefficient is 0.003, which is less than 0.05, implying that there is a statistically significant relationship between the section and the statement that the Department needs to revise some of its policies as some create delays in processes ($r=-.505., p<0.05$).

No: Correlation

No: The table below illustrates the relationship between the section of the respondent and the statement: I believe the policy section needs to consult with different sections in order to enhance the policies and guidelines.

Correlations

		Section	I believe the policy section needs to consult with different sections in order to enhance the policies and guidelines
Section	Pearson Correlation	1	-.541**
	Sig. (2-tailed)		.001
	N	33	33
I believe the policy section needs to consult with different sections in order to enhance the policies and guidelines	Pearson Correlation	-.541**	1
	Sig. (2-tailed)	.001	
	N	33	35

**. Correlation is significant at the 0.01 level (2-tailed).

The correlation (r) between the section and the statement: I believe the policy section needs to consult with different sections in order to enhance the policies and guidelines are -.541. This coefficient shows that there is a strong and positive relationship between the section and the statement: I believe the policy section needs to consult with different sections in order to enhance the policies and guidelines. The probability (p) of this correlation coefficient is 0.001, which is less than 0.05, implies that there is a statistically significant relationship between the section and the statement: I believe the policy section needs to consult with different sections in order to enhance the policies and guidelines ($r=-.541$, $p<0.05$).

4.4 SUMMARY

Reliability and Validity

Reliability refers to whether or not the results can be considered reliable (Babbie, 2001); and if the same research were to be conducted by a different team, whether the results would be similar or not. This research was planned based on guidelines from various research methodology authors (Cooper and Schindler, 2008; Babbie, 2001).

Cronbach's Alpha is a test to determine the validity level of the questionnaire. A level above 0.7 is considered adequate to declare a question/questionnaire valid (Pallant, 2007), though Pallant goes on to say that it is common to find lower values, even as low as 0.5, with scales having fewer than ten items.

Cronbach's Alpha was conducted on the questionnaire and the results are as follows.

Table 4.20: Case Processing Summary

		N	%
Cases	Valid	33	94.3
	Excluded[a]	2	5.7
	Total	35	100.0

Table 4.21: Reliability Statistics

Cronbach's Alpha	No of Items
0.735	17

The questions in the questionnaire were drawn up based on the literature review. Cronbach's Alpha was used to measure the issue of reliability in order to understand whether the questions in the questionnaire all reliably measure the same underlying variable. Table 4.21 above shows the results. Cronbach's Alpha was calculated at 0.735 which is above 0.7, so the scale can be considered reliable with the sample of

respondents tested (Pallant, 2007). In other words, the Cronbach's Alpha co-efficient of 0.735 indicates that the questionnaire was thorough.

4.5 CONCLUSION

Chapter Four has provided an explanation of the data set used and the descriptive statistics as well as the presentation of data. The next chapter (Chapter Five) presents the discussion of the findings presented in Chapter Four.

CHAPTER FIVE

DISCUSSION OF FINDINGS

5.1 INTRODUCTION

This chapter provides a discussion of the research findings of this study. In this chapter, the researcher will draw inferences from the data that was collated from the questionnaires. The results will be explained and interpreted according to the objectives of the study.

5.1.1 Research objectives and findings

The primary objectives of this study were to review the overall service delivered by the Department of Public Works in terms of capacity and resources, identify the deficiencies in service delivery that could be preventing the Department from delivering efficient and effective services to its clients. A further objective was also to identify project constrains in terms of time, quality and cost which will contribute to improved service delivery as well as to identify the gaps in business process that could be resulting in audit queries.

Extensive literature was explored to gather more information regarding service delivery challenges. Furthermore the literature review enabled a better understanding of the elements that should be explored when improving service delivery in the government sector.

This study aims to make and propose recommendations pertaining to developing capacity in the public sector, developing integration and efficiency through technology, re-engineering of business processes and effective project management. The discussion of the results of the study will address the overall objectives and analyse the responses from the respondents.

5.2 DISCUSSION OF FINDINGS

The staff complement is adequate for the workload in the Department

The largest percentage of the respondents disagreed with this statement, with a high level percentage of 45.7%, followed by those who strongly disagreed at 25.7%, those who agreed at 22.9%, and those who were neutral at 5.7%.

The majority of the respondents felt that there was an insufficient staff complement for the workload in the Department. That response was aligned to the objective that was looking at the overview of the service delivery relating to capacity and resources. It must also be noted that the department has 1200 vacancies on the structure which were vacated for different reasons; which are not filled. For the Department of Public Works to successfully improve its service to its clients, it needs to have a fully resourced and fully capacitated department. It would prove difficult for the remaining employees to work effectively with 10% of the posts vacant.

The Department has sufficient resources to deliver services on time and in a cost effective manner

The largest percentage of the respondents disagreed, with a high level percentage of 54.3%, followed by those who strongly disagreed at 17.1%, those who were neutral at 14.3%, those who strongly agreed at 11.4%, and those that agreed at 2.9 %.

According to Fourie (2011), organisations have the means to provide the physical resources and conditions that enable or deter people from carrying out their assigned duties, including mundane but nevertheless essential inputs such as desks, vehicles, pencils, and telephones. Thus, it is important to know how organisations define their goals, how they are structured, what routine processes define the flow of work, how incentive systems operate, what management styles are adopted, what physical resources are available to them, and how communication flows operate within the organisation. In considering this dimension of capacity, informal structures, processes, and management cultures are often as important or even more important as formal ones.

The staff is suitably skilled for the work rendered

The largest percentage of the respondents agreed, with a high level percentage of 40.0%, followed by those who were neutral at 34.3%, and those who disagreed at 25.7%.

The majority of the respondents felt that the staff was suitably skilled for the work rendered by the Department. That is one of the critical factors of a workforce, which is supported by the literature.

The Department of Public Works needs a highly skilled and competent workforce, work tools, systems and favourable institutional environment in order to effectively implement their established objectives. Liang (2010) states that it is important for organisations to be able to conceive new ideas to ensure their sustainability, and to bring about meaningful change. This can only be achieved through a streamlining of the capacity building processes of the individual workforce, strategic planning, technology upgrades and operational improvements.

The staff is provided sufficient training to carry out their duties

The largest percentage of the respondents disagreed, with a high level percentage of 45.7%, followed by those who were neutral at 25.7%, those who strongly disagreed at 17.1%, and those who agree at 11.4%.

The dimension relating to training, recruitment, utilisation, and retention of managerial, professional, and technical talent contributes to task performance at the organisational level. This dimension focuses on higher and more specialised professional education required for filling particular roles within organisations, as well as in-service training activities required for the performance of role-specific activities. Recruitment refers to the process of locating and attracting skilled individuals to fill critical roles and positions in public sector organisations. This dimension of capacity thus directs attention to how people are educated and attracted to public sector careers and the skills that enable them to carry out technical, professional, and managerial roles effectively (Chelechele, 2009).

An integrated management system for projects would improve the management of services rendered by the Department, thereby reducing delays in implementation of projects

The largest percentages of the respondents strongly agreed, with a high level percentage of 45.7%, followed by those who agreed at 42.9%, those who were neutral at 8.6%, with 2.9% of the respondents not answering the question.

Chappell (2009) defines an integrated management system as a system that integrates all of an organisation's systems and processes into one complete framework, enabling an organisation to work as a single unit with unified objectives. An integrated system will assist public organisation become a unified whole, with each function aligned behind a single goal, namely that of improving the performance of the entire public organisation.

The majority of respondents have agreed that it is crucial for the Department to have an integrated system in place for proper management of projects. The absence of an integrated system creates silos within the Department. Each section creates their own excel spread sheet in order to try and manage the work that comes through to their section.

The absence of integrated management system in the Department has further escalated challenges due to the fact that you cannot track anything being executed in the Department. The service providers who are executing departmental services are not being paid timeously because of the long and unnecessary processes that are being followed in order to pay the service providers. The service providers are so frustrated that they have resorted to reporting the matter to the Minister.

The country is embarking on encouraging emerging entrepreneurs because they are the source of job creation in a country. Currently, South Africa is sitting with a 25% of unemployment rate (www.statsa.gov.za). It is thus a huge embarrassment that a critical department such as the Public Works Department contributes towards destroying the service providers by not paying them on time. The importance of an

integrated management system cannot be emphasised enough as a means of ensuring that the Department provides an efficient and effective service delivery.

Procurement processes in place ensure that competent service providers are procured and that they are procured on time

The largest percentage of the respondents disagreed, with a high level percentage of 51.4%, followed by those who strongly disagreed at 28.6%, those who were neutral at 11.4%, and those who agreed at 8.6%.

The majority of respondents disagreed that the Department is procuring competent service providers and that service providers are procured on time. This point is also linked to the lack of proper systems in place which has created chaos in the Department in terms of procuring service providers. If service providers are not procured on time it means projects are not executed on time, and, as a result, budgets cannot be spent in one financial year and projects end up being finalised in subsequent financial years. Also, incompetent service providers create challenges when they fail to finish projects on time or produce work which is substandard. This results in huge audit queries for the Department.

I am aware of all the defects reported by clients with regard to their properties

The largest percentage of the respondents disagreed, with a high level percentage of 37.1%, followed by those who agreed at 31.4%, those who were neutral at 22.9%, and those who strongly disagreed at 8.6%.

The majority of the respondents confirmed that they did not know all the defects reported by clients. This means that as a Department, they are not able to trace and track the defects reported by clients. As much as the Department tries its best to attend to defects on time, it becomes difficult to attend to everything on time if the defects cannot be traced.

I believe clients receive the service on time

The largest percentage of the respondents disagreed, with a high level percentage of 71.4%, followed by those who agreed at 14.3%, those who were neutral at 11.4%,

and those who strongly disagreed at 2.9%.

The majority of respondents confirmed that clients do not receive services on time. This means that as a Department they are not able to trace and track the defects reported by clients. As much as the Department tries its best to attend to defects on time, it becomes difficult to attend to everything on time if the defects cannot be traced

The Department has sufficient quantity surveyors to assist with correct estimation of projects

The largest percentage of the respondents disagreed, with a high level percentage of 62.9%, followed by those who strongly disagreed at 14.3%, those who were neutral at 11.4%, and those who agreed at 11.4%.

Most of the respondents confirmed that there were not enough quantity surveyors or engineers at the Department, which is a huge challenge in a technical department. Quantity surveyors and engineers are fundamental at the planning stage where estimates and scopes of work are developed. Lack of their expertise means the Department is compromised when developing scopes and estimates as well as on site, where an engineer's opinion is needed.

The Department needs to revise some of its policies as some create delays in processes

The largest percentage of the respondents strongly agreed, with a high level percentage of 60.0%, followed by those who agreed at 40.0%.

The majority of the respondents felt strongly that the Department needs to revise some of its policies as they tend to create the delays in the processes. The policy that seems to have caused the biggest disruption in the Department is the Treasury Procurement Policy. This policy states that there must be three or more quotes from the tenderers of any service, for the process to be considered fair and valid (www.info.gov.za). This policy has resulted in many tender processes lapsing, as well as causing wasteful expenditure. The most difficult obstacle is deviating from this

policy; as such deviation is considered an irregular process, where proper supply chain processes are not followed.

There is adequate communication with operational staff when processes and guidelines are changed

The largest percentage of the respondents disagreed, with a high level percentage of 54.3%, followed by those who agreed at 17.1%, those who strongly disagreed at 11.4%, those who were neutral at 11.4%, and those who strongly agreed at 2.9%, with 2.9% not responding.

The majority of the respondents felt they were not consulted or involved when operational processes were changed or when new ones were implemented. It is important for the Department to ensure that its staff is consulted on operational matters since they are involved in implementation. It is therefore very important to ensure that the staff understands the processes clearly.

There are clear business processes for each section in the Department

The largest percentage of the respondents disagreed, with a high level percentage of 48.6%, followed by those who were neutral at 20.0%, those who agreed at 20.0%, those who strongly disagreed at 5.7%, those who strongly agreed at 2.9%, and 2.9% of the respondents not replying.

Since the Department has been in a crisis with audit queries, it is important that there are clear business processes for each section so that every staff member is comfortable with what s/he is doing. It will be easier to answer audit queries with confidence when there is an understanding of the processes in each section. Almost 50% of the respondents sampled, which cuts across almost all sections in the Department, confessed that there are no clear business processes in the Department.

5.3 CONCLUSION

This chapter has provided an overview of the most salient findings obtained from the empirical analysis of the data. It is quite evident that the Department of Public Works is marred by a number of problems, the biggest problem being the non-existence of an integrated management system, making it difficult to track the stages of services to be delivered and resulting in huge delays in delivering the services to the clients. The quantitative results show that the Department has staff members who are suitably skilled for the work rendered, but that these skills alone are not sufficient if the Department is lacking in the critical resources required to deliver services. The next chapter presents the recommendations and conclusion on improving services delivered by the Department.

CHAPTER SIX

RECOMMENDATIONS AND CONCLUSION

6.1 INTRODUCTION

The previous chapter dealt with the discussion of findings and analysed the findings further in relation to objectives. In this last chapter, the researcher aims to propose recommendations pertaining to developing capacity in the public sector, developing integration and efficiency through technology, re-engineering of business processes and effective project management.

6.2 THE OBJECTIVES OF THE STUDY

The objectives of the study were to:

- Review the overall service delivered by the Department of Public Works in terms of capacity and resources;
- Identify the deficiencies in service delivery that could be preventing the department from delivering efficient and effective services to its clients;
- Eliminate project constrains in terms of time, quality and cost which will contribute to improved service delivery; and
- Identify the gaps in business process that could be resulting in audit queries.

The above objectives will contribute towards recommending strategies for improving service delivery of the Department of Public works.

6.3 QUESTIONS TO BE ANSWERED IN THE RESEARCH

The research study attempted to answer the following key questions:

- What deficiencies could be eliminated in the Department in order to deliver effective and efficient service delivery?
- What strategies could be implemented in order to overcome project constraints of time, quality and cost in order to improve service delivery?

- What gaps could be identified in the Department's business processes in order to eliminate the audit queries?

6.4 RECOMMENDATIONS AND CONCLUSION

The analysis of the results from the primary data collected from the members of staff and management at the national Department of Public Works confirms that there are a lot of deficiencies within the Department. The Department needs to focus on putting resources in place in order to create an enabling environment for the staff to deliver services in an effective and efficient manner.

The majority of the staff agreed that the capacity in the Department is not sufficient for the workload being undertaken by the Department. This leads to the staff that remains at the Department being stretched and constantly fatigued, and thus not being able to deliver to the best of their ability.

The majority of staff also confirmed that an integrated tracking system is critical for the Department, and that its absence is the reason for the major delays in procurement of services, in the implementation of projects on time and in paying service providers on time. It is therefore crucial for the Department to have an integrated system in place for the proper management of projects. The absence of an integrated system creates silos within the Department. Each section creates their own Excel spread sheet in order to try and manage the work that comes through to their section.

The absence of an integrated management system in the Department has further escalated the challenges due to the fact that the staff cannot track anything being executed in the Department. The service providers who are providing departmental services are not being paid timeously because of the long and unnecessary processes that are being followed in order to pay the service providers. The service providers are so frustrated that they have resorted to reporting the matter to the Minister.

The country is embarking on encouraging emerging entrepreneurs because they are the source of job creation in a country. Unemployment in South Africa is currently sitting at 25% (www.statsa.gov.za). It is therefore a huge embarrassment that a critical department such as the Public Works Department contributes towards destroying the service providers by not paying them on time. The importance of an integrated management system cannot be emphasised enough as a means of ensuring the Department delivers an efficient and effective service.

The Department of Public Works is a technical department and it is imperative that skilled employees such as quantity surveyors and engineers, as well as information technology are at the forefront of their priorities. It is a risk for the Department not to have these skills because projects must be correctly estimated and critical projects must be supervised and signed off before they are handed over back to the Department. IT skills assist with developing the latest technological advancements needed by every organisation to remain competitive.

It is also very imperative that guidelines, policies and business processes for every section are well communicated to all staff, and that all concerned are comfortable that these are implemented correctly so that there is no audit queries which will plague the Department unnecessarily.

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6 September 2013

Ms Gugu Precious Mathaba 210512553
Graduate School of Business & Leadership
Westville Campus

Protocol reference number: HSS/0932/013M
Project title: Employees Perception on Improving Service Delivery at the Department of Public Works

Dear Ms Mathaba

Expedited Approval

I wish to inform you that your application 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.

I take this opportunity of wishing you everything of the best with your study.

Yours faithfully

.....
Dr Shenuka Singh (Acting Chair)

/px

cc Supervisor: Dr T Nzimakwe
cc Academic Leader Research: Dr E Munapo
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