

**UNIVERSITY OF KWAZULU-NATAL**

**INVESTIGATING THE RELATIONSHIP BETWEEN SERVICE DELIVERY  
AND  
QUALITY OF LEADERSHIP IN NTUZUMA TOWNSHIP**

By

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## **ACRONYMS**

ICMA	International City/County Management Association
IWA	International Water Alliance
JMP	Joint Monitoring Programme
MDG	Millennium Development Goals
MOC	Municipal Owned Corporation
OECD	Organisation for Economic Cooperation and Development
SSA	Sub-Saharan Africa
UNICEF	United Nation International Children's Education Fund
WHO	World Health Organisation
WRC	Water Research Council
WTE	Waste-to-Energy
WSS	Water Supply and Sanitation

## **ABSTRACT**

The effects and causes of poor service delivery have been researched but no thorough research about the quality of leadership and their relationship with the service delivery has been made. Therefore, the aim of the study was to determine the quality of leadership and its relationship with service delivery. This was a quantitative cross sectional study conducted among 343 households in the Ntuzuma G Township who were selected randomly. A self-administered questionnaire was used to collect data with Likert type items. The cases were selected using the probability sampling in the form of the systematic sampling whereby the first case was randomly selected and then every 9<sup>th</sup> household on the list was selected till the sample size is reached. The confidence level of 95% and margin of error of 5% were used.

The results indicated that there was poor leadership quality and the poor leadership was among other possible causes and it being the main cause of poor service delivery. The area did not have some of the services and those that were there did not reach the minimum required standards for basic services. It was also found that there was a positive moderate correlations between the quality of leadership and service delivery ( $r=0.498$  and  $p=0.000$ ).

Poor service delivery was caused in addition to poor leadership quality by a number of issues including maladministration and corruption among other issues. The results did conform to the expectation of the study and the limitations of the study was that there was a group of respondents which could not be found and this group could have responded differently though their responses could not alter the final results of the study. Another limitation of the study was that it was done on one area of the whole and these leaders could be doing exceptionally well in other areas. In order to improve the service delivery, the community must be involved in the actual delivery of the service where they become paid for their services especially in the refuse removal and this in addition to improving service delivery, will alleviate poverty.

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## CHAPTER 1: OVERVIEW OF THE STUDY

### 1.1 INTRODUCTION

Since the advent of democracy, service delivery has been a pressing issue in the government's priorities, yet it remains a serious problem second from apartheid today in South Africa, especially in the disadvantaged communities. It manifests itself in the forms of community protests, which are affecting everyone in one way or the other. The people who live in the elite communities are also not spared because roads are barricaded and their businesses are disrupted (Makhafola, 2018). In 2018 it was recorded that there were 144 service delivery related protests since January till June 2018 (Makhafola, 2018). The government had on many occasions made a commitment to speed up service delivery which ends as either lip service or just on paper form without being translated to actual service delivery. A lot of regulations had been promulgated to make a smooth and effective service delivery especially to the blacks who were by design side-lined from service delivery by the apartheid government. The living standards of the black majority were very low and impacting heavily on their health and still continue in poor conditions despite democracy and advancement in living standards the world over. Due to the lack of clean running water, sanitation, roads, good housing and health care, black people had the lowest survival rate due to the squalor conditions (Morudu, 2017). To make matters worse, it was assumed that KwaZulu Natal was the epicentre of the diseases in the whole of South Africa and the people most affected by this situation are the black. Improving living standards, minimum service delivery must be available to all the people (Cogta, 2016).

Poor service delivery had become synonymous with the townships and this could be observed by the number of service delivery related protests. The citizens had been promised but there was no delivery as promised (Makhafola, 2018). The people who benefited partially and those that were on the privileged list from apartheid are the ones who are the most beneficiary of the current regime on service delivery. The government has failed on its promise for the universal provision of the services like the sanitation which is water borne and people have resorted to pit latrines which are equally health hazard as they form a good habitat for parasites (Makhafola, 2018). It is possible that a lot of people will vehemently disagree with the fact that apartheid did serve its purpose; it was designed to keep the black majority in the natural state the

colonisers found them. The current democratic government has designed programs to reverse the effects of apartheid but it is blatantly failing (Makhafola, 2018). What it does most is the blame game and the lack of accountability. One could put a question like how does apartheid which is dead by now affect the design to reverse the effects of apartheid. Everyone knows the damage done by apartheid and there is no reason to keep on blaming it instead of coming up with better ways of addressing the present problems.

## **1.2 BACKGROUND**

The service delivery in South Africa is increasingly becoming a problem day after day. There were 144 service delivery protests recorded In the first half of the year 2018 from January to June 2018 (Makhafola, 2018). There is evidence of poor service delivery in South Africa and this is seen by the number of increasing service delivery related protests and according the Municipal IQ there is a drastic increase of protests. In 2017 there were 73 recorded service delivery protests in south Africa and for the same period in 2018 there were 144 (Karen, 2018). There are many however that goes unrecorded. Heese (2018) noted that the footprint of protest activity is increasingly evident across a diverse range of the communities; from cities to rural areas, with the range of issues including growing demands for the housing and job opportunities in the urban areas to basic services and better governance in smaller municipalities. The increasing number of community protests is a concern to the communities because they are becoming more violent by the day and the community wonders what will happen next. The public is concerned about the demonstrations' prevalence and ever increasing and where they will start then (Heese, 2018).

The unclear reaction from the local authority has achieved very diminutive results to allay the fears of the community as to how the protests will be stopped and the public also wonders as whether the protests are really about poor services delivered by the municipalities or there is something else fuelling these protests. The Municipal IQ does believe that the protests are a result of insufficient municipal services and slow service delivery, the obligation for which belongs with the local authority (Heese, 2018). Research by the Municipal IQ found that there is an increase in the community protests in the largest cities or metros and this was attributed to an influx of the migrants from

rural areas to the cities with the hope of a better life and when they don't get the job and live in the informal settlement, they start to protest for the services.

eThekweni is a metro in the province of KwaZulu-Natal and is the only metro in the province. The protests that happen in eThekweni Municipality, are said to be due to the lack of services like water, electricity, sanitation facilities and housing (Mngadi, 2018). The community also blames the municipality for promising unfulfilled promises. There is a number of service delivery protests that go unrecorded and as such statistics that are available are not the true reflection of the situation in eThekweni municipalities. The metropolitan police superintendent Shane Spilsbury, who heads the metro's Public Order Policing Unit, said police officers are managing 12 protests daily in eThekweni (Newman, 2018). The protests are a result of the poor service delivery and the lack of communication from the leadership to the community. The fact that the metro police who deal with public order stated that they deal with 12 protests a day tells how serious the problem is like in eThekweni metro.

Ntuzuma is a township in the eThekweni metro and is located in the northern suburbs and is 30 Km from the central business district (CBD). Ntuzuma is no different from the rest of the black township, it is plagued by numerous service delivery protests due to poor service delivered to the community. There is a lack of services like water provision, no sanitation, electricity and poor states of the roads (Mamabolo, 2016). The lack of these services is driving the community to protests. There are some areas where cars cannot access the place due to the state or absence of the roads. Ntuzuma G section is much worse than the rest of Ntuzuma, having a good road is a luxury to this community and there are some areas where water is not available and only obtained from a stand pipe which is a distance from the rest of the community.

### **1.3 PROBLEM STATEMENT**

The post-apartheid government embarked on a number of developmental efforts prioritising the provisions of basic services (Karen, 2018). Service delivery in the country is a mandatory undertaking vested on the local municipalities to deliver to the citizens. Since the dawn of democracy, there have been a lot of service delivery protests. Citizens especially from the poor black communities have little or no service delivery to them. The local government is challenged with meeting its developmental

mandate of providing basic service to the community, a number of people still remains trapped in the squalor without basic services. The national government talks about service delivery as priority while the EThekweni Municipality has some different priorities which are no way addressing the problem of service delivery (Karen, 2018). There is no integration in the message the two spheres of government send out and priorities. It is a case of putting the resources where one's mouth is for the leaders of the local government.

The government has undertaken to supply each and every household with basic services like, electricity, clean running water, safe environment, sewerage disposal systems, roads and access to primary health care (Hangulu & Akintola, 2017). In the local scene, the municipality of eThekweni has also promised better service to the community but in reality the contrary is true. The municipality has embarked on other agendas which does not address the issue of good basic service delivery to all. The service delivery in this municipality has become selective and resources that are meant to bring services to the poorest of the poor are being channelled to other areas which the communities from the poor sector believe resources are diverted to areas where the leadership have vested interests (Maharaj, 2012). To the ordinary person in this area, there is no difference between the apartheid era and today as far as service delivery is concerned. They still use pit latrine, fetch water from a stand pipe, roads not serviced and sometimes not even there but only a grassy foot path. Refuse removal uncertain. This steered the community of Ntuzuma G to embark on service delivery protests. This resulted in the question of trying to find out the relationship between leadership and service delivery.

#### **1.4 MOTIVATION FOR THE STUDY**

The study has been motivated by the poor living conditions in this particular area of the city. Ntuzuma G section is not spared from the escalating community protests which are becoming violent. This part of the township has an area of about 1.75 km<sup>2</sup> but has some parts with well-developed infrastructure. The Infrastructure the researcher refers to here are the sewerage systems, water pipes that runs through the homes and good roads, while the other section within the same area are living in a different world with nothing that reflects civilisation (Anon, 2017). The researcher was

motivated by trying to understand the leadership that is responsible for the service delivery in the area and their relationship with the service delivery because the area lacks in all the aspects of development. What is the quality of their leadership? People with no leadership quality are given delicate responsibility or the leaders themselves have been corrupted lest they don't deliver service to this community (Mamabolo, 2016). Leaders tend to blame the relics of the apartheid albeit the current problems of corruptions that are eroding the resources that should be utilised to deliver services to the communities like this one in the case. The amazing scenario was that despite the government talking of redressing the past injustices, the previously privileged are the ones that benefits the most, they have superb service delivery and how can the past be redressed when the very same government that claim to redress the past give more to the already privileged? People are inclined to believe that the politicians use the disadvantaged to advance their political careers while they have no intention to give them the deserved service (Mamabolo, 2016).

Understanding what causes the government fail to fulfil its promise for more than two decades is an edge to enquire. Bringing a solution to this community will be a commendable achievement and creating a synergy between the community and the leadership for service delivery. The findings of the study will bring awareness to the leadership of the area about how they failed to deliver on their mandate, how the community think about them and how they should involve the community in bringing service to them and eradicating the factors that are found to be causing poor service delivery.

## **1.5 RESEARCH OBJECTIVES**

The goal of the research is to scrutinise the leadership quality, plus their relationship with service delivery in Ntuzuma G Township in eThekweni Municipality and their propensity to deliver on their mandate and the leadership types that enable better discharge of knowledge and implementation of the policies that enable service delivery. The study in the quest to investigate the relationship between leadership quality and service delivery and their impact on the service delivery will be investigated, through the perspective of the citizens.

The specific objectives are as follows:-

1.5.1 To investigate the leadership quality of Ntuzuma G in EThekwini municipality.

1.5.2 To determine the service quality in Ntuzuma G in EThekwini municipality.

1.5.3 To identify the cause of bad service delivery in Ntuzuma G in EThekwini municipality.

1.5.4 To scrutinise the association between leadership and poor service delivery in Ntuzuma G in EThekwini municipality.

1.5.5 To find ways of improving service delivery in Ntuzuma G in EThekwini municipality.

## **1.6 RESEARCH QUESTIONS**

The following questions below will be answered in order to fulfil the objectives stated above:-

1.6.1 How is the quality of leadership in Ntuzuma G in EThekwini municipality?

1.6.2 What is the quality of service delivery in Ntuzuma G in EThekwini municipality?

1.6.3 What causes bad service delivery in Ntuzuma G in EThekwini municipality?

1.6.4 What is the relationship between service delivery and leadership in Ntuzuma G in EThekwini municipality?

1.6.5 How can service delivery be improved in Ntuzuma G in EThekwini municipality?

## **1.7 FOCUS OF THE RESEARCH**

The research concentrated on the township of Ntuzuma G section within the eThekwini Municipality. This section is one of the nine sections which make up Ntuzuma Township (Durban.gov.za, 2018). The area had some areas that were severely under serviced. The people in some parts of this area know nothing like service delivery. This area has a population of 3193 households. The study focused on the views of the citizens on the quality of leadership and how they felt it impacted on the service

delivery. The sample size was chosen in consultation with the table in Sekaran and Bougie and the survey systems software, and the sample size was 343. To pick up this number from the total population, every 9<sup>th</sup> number was chosen. The first number was randomly picked and from there a systematic probability was used to come up with the 343 sample size.

## **1.8 RESEARCH METHODOLOGY**

This research was a descriptive research which had two variables which were an independent and a dependent variable. The independent variable, the leadership quality had to be tested its impact on the dependent variable the service delivery (Bryman, 2015). Causal research seeks to identify the cause and effect relationship between the leadership and service delivery. When something causes an effect, it means it makes it happen (Creswell & Creswell, 2017). The research used the quantitative research method to test the relationship between the variables and that it solved the research intentions through empirical valuations that comprised statistical measurement and analysis methodologies. Another reason for using quantitative method was that it is objective and the population was large which implies the sample size would also be large for qualitative method (Quinlan et al., 2015). Most importantly the quantitative research is objective. The probability sampling method was used for this study, and unrestricted or simple random sampling was used to sample the size to answer the questions for the study. The sampling unit was the township of Ntuzuma G, and the sampling frame was a list of all household from the city revenue department of Ntuzuma G section. One adult member of the households will be chosen whereby probability sampling will be used to pick up those who will constitute the subjects. The first case will be picked randomly from the list and followed by the systematic sampling whereby every 9<sup>th</sup> household will be picked to make a sample of 343 cases. The questionnaire was used as an instrument for collecting data, on the views of the community on leadership and service delivery. The questionnaire was manually distributed to the 343 chosen subjects.

## **1.9 THE CHAPTER OUTLINE**

The research is offered as follows: a literature analysis, a description of the research design and research methodology, a presentation and discussion of the results, and recommendations and conclusions. This material is arranged into the following chapters:

**Chapter one:** An introduction of the research problem. This chapter lays a brief background of the problem, the objectives and the research questions.

**Chapter two:** A literature review. This chapter provides literature on leadership and service delivery and related subjects.

**Chapter three:** The research design and methodology. This chapter gives an account of the research method used for the study.

**Chapter four:** The presentation and discussion of the data. In this chapter the analysis of the data obtained from the research instrument is described. The data is presented in the form of figures, tables and narratives.

**Chapter Five:** The conclusion and recommendations. Inferences are drawn, based on the research findings, and recommendations are detailed for consideration by various stakeholders.

## **1.10 CONCLUSION**

The section seek to conclude the research outline as outlined and discussed in the above sections of the study and also sets the tone for the rest of the study as would be discussed in the sections that follows. The research aimed to examine the relationships amid the quality of leadership and service delivery. The study also aimed to find out why service delivery in the study is not uniform in that in the same area there are sections that are not serviced. The theories from other scholars will be reviewed to find out why leaders deliver services selectively and what makes them ineffective in solving the community problems. The research also seeks to find out why the government has failed for more than two decades to deliver service to this community. The literature review and the methodology used in the study and results and discussion will also be discussed in the chapters to follow. Service delivery, leadership quality, the causes of poor service delivery and the models of service delivery will be discussed.

## CHAPTER 2: LITERATURE REVIEW

### 2.1 INTRODUCTION

Leadership is a social phenomenon that involves interaction with the followers. It defines reality in the manner that makes sense to the followers. The leadership needs that some individuals surrender their power to interpret and define the reality to others (Boin, Stein & Sundelius, 2016). Formal leadership roles arise, and with them the rights and obligations of leaders to spell out the systems of shared visions and meaning as defined by modern business and stipulated through formal rules and procedures provided to employees. Leadership can be defined as encompassing a group of corresponding proficiencies that personalities may use in providing course of action, and putting pressure in sustenance of organisational objectives (Mintrop, 2012). Leaders set and direct the rules, and followers comply with them (Rhoads, 2014). Another dimension that leadership need to be aware of, for them to deliver is time management and resources as according to Mashau & Beharry (2016), time and management are the boundaries and directly affect the scope of businesses, and the quality of their products and services. In this chapter, leadership will be discussed with other components that makes a leader a good leader and distinct from other leaders and how they influence production and service delivery in their sphere of influence. This review seeks to concentrate on how certain interventions have been applied or how leadership quality and leadership styles help or thwart effectiveness of leadership in service delivery. The influence the leadership has on the followers and how their decisions impact the service delivery. There are many concepts that define the leadership quality but in this study not all concepts will be discussed but only certain that define good quality leadership shall be discussed in the sections that follow.

### 2.2 LEADERSHIP

The role of leadership is to cultivate a collective understanding around the organisation as well as its undertakings and aims that undergird logic of resolve and dream. The one main job of leadership is to deliver results (Boin et al., 2016). Leadership is a social phenomenon that involves interaction with the followers. It defines reality in the manner that makes sense to the followers. The leadership needs that some individuals surrender their power to interpret and define the reality to others (Boin et al., 2016). Formal leadership roles arise, and with them the rights and obligations of leaders to spell out the systems of shared visions and meaning as defined by modern business

and stipulated through formal rules and procedures provided to employees. Leaders set and direct the rules, and followers comply with them (Rhoads, 2014). Leadership actions might be seen as intentions to shape and interpret situations, influencing a common explanation of reality for followers. Magnificently accomplishing this leadership proficiency necessitates talents in enunciating a dream for new prospects, nurturing an approval of crowd-constructed goals through an emphasis on collective objectives, and crafting great-performance anticipations for distinction. Leaders should realise that leading a change is not a matter of planning and executing a plan but a task of mobilising the followers to the desired goal. Leaders have to redefine their reality in ways that made sense to their colleagues, giving up their presumed leadership entitlement to having the right way of seeing things (Horváth, 2016). The part of leadership mentoring employees is very critical and benefits not only the organisation but the employees as well in improving their performance and promoting success is discharging other roles of leadership.

Some studies point out that the failures of performance by some organisations are direct results of poor leadership engagement (Dweba, 2017). The implementation of performance management in service delivery is vital organisational intervention; it needs not only leadership participation but unambiguous backing, which is accompanied by an adjustment in the leaders' undertakings. Leaders and strategic choices that leaders make immensely impact organisational performance and the successful implantation of service delivery. This study investigated the relationship between leadership and service delivery. Due to ever changing times, leaders need to be flexible, agile and quick in thinking. Leaders need to take cognisance of the ever changing political environment and the community demands for quality service delivery and equip themselves for the challenges. There are many theories and perspectives from which leadership is explained and practised. While there are many grounded dominant and more recognisable theories of leadership, there are many more that either less grounded or perceived (Dweba, 2017). However this study does not aim to explain the different leadership theories but those that explain the leadership and how they should behave and be good leaders to have the job done when it is needed at the budgeted resources.

In the implementation of performance management, both political and administrative leaders play paramount yet different roles. Leaders are not doing enough to gain the

competencies to lead and guide their sometimes sophisticated followers (Raisio & Lundstrom, 2015). Leaders must have the qualities that are evident in the eyes of those around them (Landis, Hill & Harvey, 2014). Political leaders have a mandate to deliver from those who put them in office however political pressure might compromise them in their leadership capabilities. Leaders must replace bad leadership which are inherently associated with corruption and maladministration which are the main enemies of good leadership. Landis (2014) argued that leaders symptomatically execute in ways as expected by their roles, the environments within which such roles are played and specifics of the context of operation, their past experience, the prevailing operating environment and the planned goals of their organisations.

The literature studied did maintain the view that leadership is not only a driving force for the organisational performance, but also an authoritative source of management improvement, nonstop improvement and the organisation's sustained competitive advantage (Dweba, 2017). In the same notion, there is consensus, notwithstanding the pivotal part that leadership does in shaping collective norms, that leaders must also help their teams to cope with their environment. In the following sections, will deal extensively with the characteristics which the research assume to be the most important for the leader to have and will be tested to find if the current leadership in the area of the study have them. Other leadership dimensions and behaviours have been tested extensively but the ones that will be tested have not been researched as many times as the others (Dweba, 2017). The leadership behaviours that were discussed in the following sections were Ethical, Honesty, Integrity, Accountability, Reliability and network governance.

### **2.3 HONESTY**

Honest refers to truthfulness and non-deception. Honesty can be perceived as being transparency and openness, your willingness to communicate your thoughts and feeling even if not comfortable or disliked. It can also be understood as preparedness to pay attention and deliberate matters before the data is absolutely thought through and when present substitutes are not abundantly clear and resolutions are not hitherto finalised (Daft, 2015). In simpler terms one could say honesty is keeping your word, realising all the promises and delivering times. Honesty is the core of any leadership, a leadership who is honest is the leader who always be realistic and tell the truth no matter what (Daft, 2015). If the honest leader says something today, will also say it

tomorrow and if the circumstances change will always own up. A leader who is honest can motivate followers and inspire them to rise to the occasion. A leader who is honest attracts respect and trust from followers. They have to have honesty as a value. The ability to attract and nature respect and legitimacy from the followers are based on honesty. Effective leaders always follow the principle of honesty, they manage to draft and lead the way and produce the vision for the coming events or activities (Daft, 2015). It is common knowledge that people require honesty people as their leaders. As a leader you need to prove to the people and followers that you are an honest person and admit in front of them where you have erred so that they, the people can build trust on you as an honest person. Leaders must set a good example for others and inspire them for being honest.

If the leader is honest, they are likely to envisage a better future for their company or institution and get the people involved in the decision making processes which will ultimately motivates them to do good. The honest leader is the one who always scans for new opportunities for his people and will be brave to take calculated risks were it is necessary. Honest leaders will never claim all the success for themselves but will appreciate and thank the input from others (Daft, 2015). You don't just tell the truth as an honest leader but also leaving the right impression. The absence of honesty in the leader, results in the leader's integrity being questioned and followers will not trust and the leader as their leadership are compromised. Honest build other factors that are also very important in the character of a leader like ethics, integrity and trust. Once a leader lost honest he/she cannot have the other factors. It is very important to have this characteristic and make sure that you maintain it as it is a born with and cannot be learned at school like other subjects. When you start to lead the people, they have being honest in their acts, doings and speech. Leaders who are not honest cannot be trusted and therefore cannot leave to their mandate (Georgescu, 2005). The followers will either reject the authority of the leader or learn the way of their leader and this will lead to poor service delivery as the employees instead of delivery the service where they are needed, they will find themselves indulging in unethical issues like defrauding the municipality of the resources that are supposed to serve the community.

Followers see their leaders as role models and this means that if the leader is not honest, the followers will imitate that and the whole organisation becomes dysfunctional as there will be not one caring about the organisational roles. It becomes

also highly difficult for a leader who is not honest to lead an honest team because they reject a dishonest leader. The dishonest leader no matter how strong they are at a certain point will bring the organisation down, as has been the case with Bernard Madoff, who displayed strong self-confidence and optimism which attracted lots of investors while he had no honesty and integrity which were grounded, and ultimately he brought the company down and convicted with 11 charges of including fraud and perjury (Daft, 2015). Daft (2015) agreed that honesty is undeniably very important to leadership. Subsequently, if we are alacritous to believe and allow ourselves to be led by someone, whether it be into combat or into the meeting room, foremost we want to convince ourselves that the individual is worthy our trust. We need to discern that he or she is actually truthful, ethical, and honourable. We want to be effusively assertive in the truthfulness of our leaders.

When leaders are not honest in their dealings, they don't just harm the organisation and their followers but the whole community that should be served by the same leader. Resources are syphoned for personal gains, while the community needs the services. The next day the same leaders will come up with excuses that more resources are wanted for community projects. The leaders who are not honest will collude with other people and inflate the prices so that they can have the resources for themselves. A case in point is the fence that was erected at Nkandla which was quoted for R110million, unfortunately the deal did not work because of some reasons and when they failed to render the services, an honesty company was given the job at the cost of R17million (Sunday times, 2014). Leaders that are not honest are bad for service delivery and they are the cause of bad service delivery.

The failures to deliver on the promises by the leaders are not inherent attributes of policy shortfalls but are due to the leaders themselves who are not honest. In the same breath, South Africa has witnessed a lot of leaders who do not subscribe to honesty, you can name as many has one likes (Nair, 2018). At the moment when this report was written, there were some rumours of the first citizen of EThekweni, having her integrity being questioned with some people claiming that she is not honest and if this is indeed the case the followers will either reject her as a legitimate leader and this will impact the service delivery negatively and or the followers can decide to follow suite, either way the service delivery will be affected negatively as the resources that are supposed to bring services to the community are looted (Nair, 2018).

## 2.4 INTEGRITY

Integrity is upholding to what one believes is ethically important and worthwhile. The Stanford Encyclopaedia of philosophy defines integrity as the wholeness, intactness or purity of things. According to Pillay (2014) integrity is the magnitude to which our different pledges form a tuneful complete total. Insistence on this view is sandwiched between the different mandates one has to fulfil and the uniformity with how one maintains his/ her behaviour. Furrow (2005) further stated that impression of integrity by stating that to have integrity is to be proficient of being alive on a unified account. Integrity is frequently paralleled with bravery- courage to talk up when your view opinion is at odds with that of your superior's perspective or commonly held belief about things to be done, another version of the explanation of Integrity is that it is work ethic in premature remaining late to get the right tasks done for the organisation or the community. Is a psychological state made up of intentions to agree to take susceptibility grounded upon constructive prospects of the targets or conduct of another? The intention of this writing is not to give meaning to what is integrity but to emphasise its importance in the dimension of leadership as behaviour to put into perspective when considering the quality of the leadership and how it gives meaning to the quality of leadership. Pillay (2014) argued that integrity leadership that will be in all the spheres of the government will lead to the success in the delivery of services devoid of any benefaction, discrimination fraud and poor administration with the utmost notch of good authority.

What defines those we honour as people of integrity is that they keep their assurances, and perform according to the values they have pledged to or are anticipated to perform in offices and parts they achieve, and faithful to the obligations. The essence of the scenario is that the leaders show or maintain consistency between what they say, do and expected to perform not only when in favourable conditions but also on unfavourable conditions. A person who holds high moral integrity is able to resist temptations and external pressure, they will also resist and or never abuse their power and privileges and opportunities their roles offered them by virtue of their positions or roles bestowed on them. People cannot regard a leader who selects their particular procedures and standards as a leader of integrity because he chose the rules that suit him/her and not what they are wanted to, leaders need to play by their constitutional prescripts and social rules not about what their idiosyncratic rules.

However, sometimes we as a people tend to praise social deviants with revolutionary intent which are consistent with their belief and they live up to it and consider them as people of integrity. Societies have concern in the credibility and dependability of people performing in such positions or capacities. People trust leaders who are consistent and coherent in their actions while they become very hesitant in trusting people who keeps on changing their position, acts and beliefs. Yukl (2013) referred to integrity as true to their word and uniformity in the middle of an individual's adopted values and conduct. According to Communal Interchange, confidence in leaders is put up on leaders' ethical conduct such as integrity, and behaviours that are hinged on reliability, which probable resulting in conviction that followers are likely to buy-in.

Established on communal wisdom philosophy, followers will be prone to have confidence in leaders who are ethical because of their role demonstrating conduct exhibited through their credibility (Day, et al., 2014). High consistency in the behaviours of leaders creates the trust with the subordinates which will increase eventually. A front-runner with truthfulness will consequently remain professed by way of trustworthy, which will lead to dependence on that leader. This calls for the need to view leadership as a paramount concept at all levels of the organisation, social synergy which deals with a person's preparedness to give in return upkeep and reflection as expressed within relationships (Daft, 2014; Day et al., 2014). Trust in direct leaders show stronger connections with job performance satisfaction and altruistic organisational behaviours' than does a generalised trust placed in organisational leadership. Leaders have a larger impact on followers and if the followers have no trust on the leader, service delivery will be affected.

Like honesty, if the leader's integrity is questionable, the followers will reject the legitimacy of the leader and once the legitimacy of the leader has been rejected by the followers and the community it will be difficult for the leader to have an authoritative voice that will be heard by both the followers and the community. The leaders' whose integrity is questionable are likely not to be able to deliver good service to the community. Leaders whose integrity are questionable are in most cases able to deliver to the elite part of the society by virtue of the fact the elite are not gullible like the majority of the people in the society (Walters, 2018). Sometimes the leaders that have no integrity credentials spend most of the times trying to clear their public images rather than developing policies and strategies that will better service delivery and

efficiency. Leaders who are not honest come up with policies that are aimed at satisfying their personal egos and those around them at the expense of that which is more important to the general population. Leaders who have lost their integrity are sometimes accused of unethical acts like, corruption, nepotism, fraud, bribery, patronage, favouritism and maladministration. Leaders should not always be in the public spotlight for the wrong reasons.

Unethical behaviour is not always impulsive or accidental. Small & Dickie (1999) debated that leaders who demonstrated behaviours such as integrity, trust and justice becomes the greatest profitable to an organisation in the long term. The leader must have personal integrity, and social integrity, within this form of integrity, the leader must have integrity in their roles as professional integrity, occupation integrity, civic integrity, political integrity and management integrity, as depicted on the Table 1 below.

*Table 1 Personal Vs Moral Integrity (Musschenga, 2001: p. 222).*

	Local	Global
Formal		Personal integrity
Material	(critical) role integrity: Professional integrity Occupational integrity Civic integrity Political integrity Managerial integrity	(critical) social moral integrity

The table 1 makes a comparison between the integrity of the person as an individual and the integrity of a person in the capacity of the position or occupation they are holding. As a person you need to maintain your integrity as a person in society and also in your profession because if you cannot maintain your integrity as a person people will see you as that person who has no integrity even in your professional capacity (Musschenga, 2009). It will also be difficult to portray a good image in your profession, as you will ultimately revert back to your old ways. The difference between personal integrity and moral integrity is that of agents exhibiting moral integrity are those that whose selves are constituted by socially shared moral identify conferring pledges.

In judging whether a leader has integrity it begins with evaluating the virtues' substantiveness, doctrines and standards that are perceived as of paramount importance for the varied communal title role people usually achieve in a society and examines how they are manifested in the leader's conduct (Walters, 2018). It should be noted that in professional circles professional ethics may dictate behaviours that are contrary to the common public morality and in this case people need to understand that it is not the lack of integrity but a professional conduct prescribed by the profession. A good example is that attorneys do the interests of their clients and not for the benefit of justice (Walters, 2018). It should be noted also that a person or leader of high uprightness cannot just move with the wind to any direction but will direct the wind to take him to the destination he has planned and with thoroughly interpreting the values of his community and their morality. Interpreting and application of his community's moral beliefs, philosophies and epitomes lest he deviates from what is usually the constituency's values and principles and should not be judged as a person who is incoherent and inconsistent and lacking in integrity (Musschenga, 2009).

Sometimes leaders who have high integrity develop weakness of will and the ability to estimate when the intrinsic worth, philosophies, standards and guidelines they endorse are in line with a specific situation. The main reason why we talk about the integrity is there is concern in the reliability of the leader and the certainty of their conducts in all-purpose or in certain title role. The emphasis of this discussion is on the fact that integrity specific circumstances in which leaders know the correct path of action to execute but surrenders into pressures or fail to resist the seemingly lucrative sums of money and other welfares which are not meant to benefit them but by virtue

that they are closer to them they see fit to get their pockets filled with them. Leaders must be motivated by the nobleness of others, personal persuasions, the consent or censure by others. Sometimes there is little support for moral right behaviours when there are widespread ill practices like fraud and bribery. And sometimes those that are found in the heart of it are considered as heroes as in the case of the Nkandla gate, the people that were involved were hailed as the good people and advancing radical economic transformation but in reality that is moral wrong and the people concerned lacked integrity.

The focus of this perspective is that of opinions of the leader's personality. Followers try to make conclusive insinuations about the leader's individualities such as uprightness, competence, and openness. It is this perception of the leader that creates an impression of the followers to perform depending on what the expectation of the followers are (Heifetz & Linsky, 2017). This is relevant to the service delivery in that once the followers have a good perception about the leader; they will dedicate their time and energy to fulfilling the goals of the organisation. The subordinates have a negative perception of the leader; they tend to be reluctant to do well. As has explained in this study that the leader acts as role model for the followers and if their perception of the leader is bad, they will emulate those bad roles of the leader. Those that will never emulate the bad character of the leader, will however tend to direct their efforts somewhere else. These leaders are able to operate by virtue of followers' trust in the leaders roles for delivering a contractual arrangement (Johnson, 2017).

To conclude the aforesaid discussion, leaders who are considered to be having integrity will earn respect from the followers and the community at large. They are not conflicted in their deed and their speech, they are not found speaking one language and doing something quite opposite of what they have promised. These are the leaders who can lead successfully and deliver their mandate to the best of their abilities and skills. They will also in the event there is a failure will be honest and say it without shifting the blame to history. These are not the people who will say one thing and suddenly be found to be doing something (Johnson, 2017). They have one direction and one target to reach and the followers are also keen to follow them. The leaders who lack in integrity fails to lead the followers to successfully achieve their mandate as they cannot stick to one target but are found to be changing constantly leaving the followers confused and the resources mismanaged as they are used in projects which

are not mandated but just decided by the leader because they happen to suit what the leader considers.

## **2.5 RELIABILITY**

Leaders who are reliable are people that one can depend on because they are the people that will always stick to the promise and they always do what they have promised and according to their mandate. Within reliability, there are two types of reliability (Northouse, 2018). There is internal reliability and external reliability. It is not the aim of this discussions to detail each of them but the main reason is to point out how they are relevant to shaping the quality of the leadership. The leaders with internal reliability are perfectly appropriate for many roles of guiding, trusted adviser and the mentor. The fact that they are reliable and trusted it therefore means that they are ethically consistent and honest in their dealings and coherent with their principles and norms. These leaders by virtue that they are reliable, consistent with their beliefs and principles they become good role models for the followers and the community at large. In a work setting, they are good and most admired role models and they usual lead a team that does very well because of their self-esteem. The employees that work under the direction of such a leader are willing to go an extra mile to please the reliable leader. They, the employees feel guilty if they happen not to carry their job given by the reliable leader (Meißner, 2015). Leaders with internal reliability are likely to be respected, their direction be taken by employees and do good, because they are confident, cooperative, optimistic, and supportive of their subordinates. In most cases the leaders with internal reliability have most of the good traits of a good leader.

Leaders who are reliable create a culture of trust within their team and the community and consequently are in a better position to get the commitment of all or most of the followers and yet deliver better service towards their common goals. These leaders listen to their followers' ideas and input and concerns. Reliable leaders lead by example and are very thankful of their followers; they learn from their mistakes and take full responsibility of their mistakes. These are the leaders that can shape the future leaders as they will learn the good from the leaders with internal reliability. These leaders cannot be found making headlines for the wrong reasons but for the good reasons and they are focused in fulfilling their mandate without compromising the system or misusing the resources that are meant for service delivery or can they be found encouraging unethical conduct (Walters, 2018).

While a leader with internal reliability is someone who is consistently and coherently true to their principles and beliefs, leaders with external reliability are honest and trustworthy to others. While it is true that reliable leaders hold firmly to their personal values, they are likely not to accomplish targets without the trust of followers. What does this mean, it means that leaders must have the trust of the followers due to their conduct which is unquestionable (Fraser, 2017). Before the leader display external reliability, one has to first have internal reliability because when the leader lives up to their true principles which the followers and other people can see and develop trust on the leader (Goleman, 2017).

When leaders' reliability is questionable, they often feel that the followers are being distrustful while the followers themselves feel that the leaders are always not trustworthy. According to Creed & Miles (1996) trust is a function of embedded predisposition to trust, characteristic similarity and experiences of reciprocity. There are general two kinds of trust, which are calculus-based trust and knowledge based trust. The calculus based is one sided trust which is superior-subordinate relationship, the subordinates have to determine the penalties of their activities and forecast what types of prizes or punishment they would met to their leader. At times leaders as well must contemplate the results of their engagements in relations to their followers especially when they need a loyal follower for the future. Trust can be explained as single person's eagerness to be susceptible to another person basing on the belief that the last person is knowledgeable and proficient, open, have vested interest and steadfast. Therefore leadership reliability means that what leaders say is reflected on their actions. The words and action of the leader are constant. Once there is a discrepancy between the words and action, and what they make their followers do, a source of mistrust builds (Strand, 2011).

The concern for aspect of trust does really touch fibre of leadership reliability and reflects on the values of the leader. If leaders' principles, words and deeds are in synch followers can put their faith in the leader and if they do not put their faith on the leader, it therefore implies that their leader is not trustworthy. Personality trails the authenticity value, remaining steadfast to the truth without improvising and to envisage a different character, make-believe or lie or misrepresent the truth. The persona of an individual would like to display the side that is best only of a person to the outside world. The mentally weak leaders maintain their concealed persona with the lip services only

while the actions displaying the true reflection of the weak minded person. The leaders with weak, perverse mind's and actions being directed by their subconscious shadow will find themselves wanting. When leaders' principles, talk and deeds are constant, their self-worth has matured into a resilient personality by accommodating and assimilating the shadow and these types of leaders can withstand the pressures from the environment and within themselves which tries to compel them into doing unethical things and still maintain their characters and self-esteem without being corrupted (Ketola, 2006). Sometimes leaders' words are consistent but the actions are not in line with the actions and this is not reliability of the leader. These leaders who have consistence in their words but yet their actions do something different from what they preach tend to have credibility problems in their organisations and the community at large (Ketola, 2006). The followers and the citizens wonder why these leaders do not walk the talk and they cannot trust anything coming from such a leader. The cause of such a scenario could be that the leader has no adequate leadership and managerial competencies to realise their targets. Sometimes what appears to be like the leader is promising more than they can keep could be exact time when the leader walks the talk.

Sometimes leaders who lack in reliability tend to divide the followers, those that agree with them get favoured and those that do not agree with them are victimised, denied access to information and speak evil of them. Some leaders who are lacking reliability could be best described as psychopaths are very cunning that they can easily take over the organisation using their charisma and hand it over to their network which have the sole aims of satisfying their personal egos and narcissistic needs. A typical example is what is known in South Africa as state capture where a network typical was handed over the state departments for the benefit of the individuals and their families. Such leaders always try to squash any constructive criticisms and organised opposition, a case in point the mayor of EThekweni Zandile Gumede did that by firing and suspending departmental heads that appear not to agree with her on her values which are not in line with her action (Ketola, 2004). De Visser (2009) stated that there should be no politicians meddling in the managing of administration if the community are to get simple services impartially. This is reinforced by the schedule 1 of the Municipal Systems Act (RSA, 2000:106) which specifies that councillors must perform the tasks of his/her department in a respectful and nonpartisan manner, with integrity

with top notch of limpidity. Administrators must be employed on condition of their merit and competency rather than on the basis of relations and political affiliation.

In concluding the discussion, reliability of a leader has been discussed to prove why it is important to have leaders who have reliability as a trait because with them their words and actions are consistent, and as such will always not be found focusing on their personal issues using the resources that are meant for the service delivery. Leaders who lack in reliability cannot be entrusted with public resources as they are likely to misappropriate them in the form of fraud, bribery and embezzlement (Ketola, 2004). Leaders who lack in reliability are so charismatic that they will have a circle of followers who believe in them and defend them whenever they are criticised for doing unethical things. It is very important that leaders must be of high leadership quality to be in a position to be the custodians of the public funds and for them to deliver on their mandate without being complicit. The leaders who are not reliable are part of the cause of poor service delivery because most of the time they use the resources for themselves and their followers instead of using the resources on service delivery. The deliberate inconsistency between the leaders' actions, values and words are aimed at securing maximum political power by the leader by imposing strategies that sow divisions within the team and managing by virtue of the division and systematically capturing more or extra authority by removing those that have different views and principles which are antagonist in nature with those of the leader, and employing submissive followers even when they are in no doubt that the actions of the leader are unethical (Johnson, 2017).

There are social norms that guide us in what we do and these norms are sometimes called ethics. When leaders observe and respect the ethics of their profession and conduct themselves in an ethical manner they are good leaders. Knowing what is right and wrong and doing exactly what is right is the name of the game. The next section will deal with the ethical characteristics of leaders.

## **2.6 ETHICAL**

Ethical derived from ethics which has its origins from the Greek word "ethos" meaning custom or character. It is focused with defining and recommending moral desires and conducts, which propose that they are satisfactory and proper ways of conducting yourself that help as a purpose of moral values. Ethical conduct is defined as conduct

which with decency and recognised as “good” and “right” as contrasting to “bad” or “wrong” in a specific circumstance. Leadership have to be ethical in order to be effective and prosperous over the long duration (Brown & Mitchell, 2010). Leaders should be duty bound to show top notch behaviours, principles and conducts that are socially acceptable on a daily basis both on their talk and actions, which should truly reflect the core entrenched values of their organisation. Rickards (2007,p.187) stated “at the start of the decade, the Enron organisation collapsed, revealing corrupt practices that derived from the actions and intentions of its leaders. For some leaders, matters of ethics arise as an unwelcome intrusion into the pursuit of economic success.” Leadership has a proper authority because they have enormous influence above the everyday activities of other people and the actions touch the very moral fabric of the society as such they have a huge obligation over their shoulders to make sure that their actions are there to fulfil the interests of the society in truthfulness and the powers vested in them are exercised prudently and to the best and honest of their abilities (Johnson, 2017).

This concept like lawfulness, are related but the difference is that ethical leadership concerns stimulating oneself and the followers to do good using the norms accepted by the society. There are no written rules but sanity dictates what is morally acceptable from what is morally unacceptable. If one has to define ethical leadership, it is the demonstration of normatively fitting behaviour over personal actions and interpersonal relationships, and the promotion of such conduct to subordinates through two way announcement. In a layman’s language, one could simply say this means that one should practice what one preaches. It also emphasises that the ethical leader must have confidence in the rule of law and communicate meaningful information to followers. One should demonstrate normatively the appropriate conduct through personal behaviour and relationships (Pardey, 2016). Ethical leaders should be incorruptible, must have people orientation that is respecting employees, power sharing and ethical guidance (Kalshoven, et al., 2011).

If leaders exercise ethical leadership, then the followers will see a purpose to service the citizens they are supposed to serve, and will surely do their best to see that the needs of the people are delivered to them as they require (Kalshoven, et al., 2011). Ferrell, Fraedrich, & Ferrell, (2015) mentioned that followers learn moral or immoral

behaviours whilst functioning with their peers and mentors. Research has also found that the impact of ethical principles of leaders on their juniors outweighs that of the colleagues (Mayer, Kuenzi & Greenbaun, 2010), as employees have an inclination to go alongside with their leaders' moral resolutions to display allegiance (Ferrell et al., 2015). Leaders gain believability in the judgements of their supporters by acting as role models for a communal group (Bolden, et al., 2011). The champions of genuine leadership debate that to endorse the kind of moral integrity demanded by admirers, leaders must classify and elucidate their individual values and logic of resolve which assist as a charter for actions (Bolden, et al., 2011). Aligning attitude with individual ideals, and frequently self-checking to make sure the prevailing of consistency, which will end up in limpidity of moral standing that will encourage subordinates, first to have trust in a leader's aptitude and intentions and to develop integrity in their own actions (Kouzes & Posner, 2006).

In the absence of ethical leadership, leaders are framed by self-interest which lead individuals to treat followers as their means to their own ends (Sparrowe, 2005). The absence of ethical leadership result in the community continue suffering till the leaders start subscribing to the ethical values espoused by the constitution. Therefore the literature points out that ethical in leadership has a good influence to the followers and as such, will be motivated to do well in advancing the goals of their organisation. This fit very well in this study as we have seen that the conduct of leaders also have a bearing in the quality of leadership they will show, further if the leader is unethical, the followers will also be unethical and or refuse to take orders from the unethical leader and sometimes a situation where it becomes free for all becomes a reality when followers engage in improper behaviours (Sparrowe, 2005). This means that services will not be delivered to the community. If the leader is ethical, will send positive message to the followers and will motivate them to promptly deliver service to the community and even those would be fund donors for projects that are aimed to alleviate the communities. Organisations have gone down because of unethical leaders, leaders misusing funds for their personal benefits at the expense of the service delivery. Once leaders become unethical all hell breaks loose as all but sundry will be busy looting for themselves resources that are meant to develop the community and one cannot discuss leadership and service delivery without discussing ethical conduct in leadership.

There are two dimensions of ethical ideology of leadership according to the ethical position theory. Relativism which pertains to the extent that individual situation is situational in their own moral principles and behaviours against being universal across the board and while Idealism is of the view that the contents of human knowledge are ineluctably determined by the structure of human thought and his is the stand point of the epistemological idealism and ontological idealism which is a view that epistemological idealism delivers truth because reality itself is a form of thought and human thought participates in it (Sparrowe, 2005). It could not be appropriate to define and discuss ethics as the end without considering the accountability of the leaders for their actions. Leaders must be respected by being accountable for their actions. The next section will deal with the accountability as a characteristic that defines good quality leadership.

## **2.7. ACCOUNTABILITY**

Many people are in the business of holding others accountable- either because they have been empowered by their roles or because they have simply assumed the responsibility of making sure others are taking full accountability. The sins of dishonesty, arbitrariness, and lack of efficiency are intrinsic in governments can be rid of through exercised instruments of answerability. Our arrangement of accountability has two forms of group of institutions: either you, are responsible for holding others to accountability and this group is called accountability holder and the other group which is the one that is held to accountability and this group we call the accountability *holdee* (Bovens, 2007). The General Accounting Office observes that accountability is essentially important for the organisations to prosper otherwise they can just go down Like the VBS Mutual Bank. Accountability is a backbone for good behaviour yet abstract idea. The term accountability its definition and features differ according to the circumstances in which it is applied. Those that are privileged with the authority, if they realise that someone or an institution is holding them to account, they know that two things are certain to happen if they do wrong. If they do things according to the book without underhand dealings, surely they know that nothing will happen to them while if they do dodgy activities they know that they will be either be fired from their work and even face imprisonment depending on the veracity of the transgression and will be according to the due processes (Bovens, 2007).

Lawyers can convince the courts that they have a new interpretation of the laws so that the leaders can be held accountable for transgressions that happened long ago which by that time were not transgressions of the laws. Accountability is taking responsibility of ones' short comings in the execution of their duties (Bovens, 2007). When leaders own up to their failings and transgression, they are being accountable. The leaders must also take account of the wrongs that were done by their juniors which are a product of delegation of the authority. The leaders can also themselves after or before being held accountable for the transgression due to their delegation hold the delegated to account if there is evidence that what the delegated was not what was told to do (Bovens, 2007). Leaders should not use their authority to victimise the delegated because they have been discovered doing exactly what the leaders said must do. The International Encyclopaedia of Public Policy and Administration, Barbara Romack of the university of Kansas and Melvin Dubnick of Rutgers university defined accountability as a system where a person is held to account for the poor work which might involve delegations of power. It should be noted that the official meanings do not make reference to chastisement as a way of enforcing accountability but rather emphasise the accountability to reply and validate explicit engagements in the prosecution of their duties. Those that hold others accountable just have to catch someone doing something that is illegal and then they act (Daly, 2009). If it happens that those that hold others accountable discover that they have erred and claimed to have caught someone doing something that is wrong, when in fact they did catch the person doing nothing wrong, they just say "we are doing our job and sorry for that, and in government you cannot be too careful you know". We do worry about accountability in government because public officials; elected officials; appointed executives, or civil servants will abuse their power allocated to them by virtue of their position in their organisations.

One can be accountable for three things that is financial accountability: accountability for fairness and accountability for performance. The accountability for finances calls for the responsible person to manage and keep clean records of the transactions of all the finances that have been used, while the accountability for the use of power that they use their power invested in them properly without abusing it. They have to act fairly without taking sides and or being partisan (Daly, 2009). The accountability in the government, for performance, it measure the policies, programs and activities of the

government as whether they have produced the results as designed to produce. To hold a public urgency accountable for the performance, we need to establish expectations for the outcomes that the urgency will achieve, the consequences that it will create, or the input that it will have. Accountability for work standards must connote attaining work level that are a considerable level that will satisfy the customer and the organisation. Public leaders are responsible for the results. Leadership would keep records to demonstrate that it is making progress towards achieving these performance targets and would occasionally issue reports summarising the accomplishments and failures, employees who never lived up to their expectations would be disciplined. Applying results-based accountability systems needs that there is a mutual agreement among the stakeholder and the results being achievable with considerable effort and resources and the results matching the inputs (Tummers & Knies, 2014). The results must be measurable by all the stakeholders are within the resources of those who will be held to account. The study is not about discussing the accountability in the same manner as discussed now but as a characteristic within a leader and that defines the leader in relation with their tasks they have to fulfil as a mandate. The aforesaid discussions were aimed to set the scene and differentiate the different accountabilities. The rest of the section will discuss accountability in the leader as a leader of the community and leader in general as a person with special characteristics.

Accountability is not one sided but affecting both the one to be held accountable and those that are in the business of holding others accountable (Tummers & Knies, 2014). Those that are to be held accountable must also hold themselves accountable before they are held by others to account for their mistakes which could be either by mistake or purposely. If the leaders first hold themselves accountable without being held to account by others, the society and the stakeholders will put faith in the leader. True accountable leaders even without anyone realising that the leader's organisation has made a mistake will come forward and apologise and not take advantage of the audience's ignorance. This is what is called accountability.

Accountability may also be a way through which individuals and organisations are scrutinised by the members of the society and the internal society of the organisation (Prichard, 2017). This taking of stock by the members of the society will make sure that the organisation keeps on checking its blind spots and constantly making sure

that all in the organisations take accountability seriously and making sure that the goals and mission of the organisation meet the expected performance standards by the community and all stakeholders. Accountability is the ability to or commitment to elucidate and validate behaviour of oneself. In the public leadership behaviour, accountability leadership can be defined as encouraging followers to defend and clarify their deeds to the interested party (Tummers & Knies, 2014). This is one of the most important measures of the leaderships and their performance. If leaders are not accountable they can cause a lot of problems for the organisation, in this case there will be bad service delivery because the leaders who should be making sure that there is service delivery are themselves conflicted. If on the other hand leaders are accountable, there will be good service delivery because they are in charge of the situation. If an organisation where the leaders are not accountable, it becomes unmanageable as the leaders cannot hold others to account when they are not. This heavily cripples the service delivery in that the leader cannot hold the followers to account. Mantzaris (2014) stated that poor leadership results in lack of accountability, with the political actors manipulating the administrative offices in government.

The leader must have a clear brief or terms of reference- so you know what is expected of you as a leader. The leader must know and understand the power and influence they have to the followers and stakeholders. The leader must know to whom they are accountable and how they will account for their actions (Pardey, 2016). In a role position dictates that the leader must act in the best principle that reflect the position occupied by the leader and for the good of the organisation and even when the leader applies the power vested on them must do so in respect of the role and protocol of such role. The decisions that the leader takes must rational and of sober mind which reflects accountability and yield the expected and or required results without going out of the proper way. Those on power must use their authority efficiently and effectively without abusing authority.

Leaders need to understand that decisions taken using delegated power in their name are their responsibility and they are to account for them (Prichard, 2017). Accepting responsibility has got some challenges as well and it is these challenges that the leader has to account for and strive to do the best using the right ethical means to get the final result. Knowledge in decision-making is the toughest portion of any leadership role, as it involves making decisions on some of the worst case scenario which should

also be achieved using inline standard procedures and rules. Accountability is also about counting the cost, tangible and intangible. A culture of accountability is the results of a strong leader and accountability of the leader. Hold yourself accountable and the role model this behaviour for your followers (Prichard, 2017). If leaders are held accountable in retrospective accountability will deter the next person who was also planning to transgress the rules (McCall & Pruchnicki, 2017).

Leaders must plan for prospective accountability so that they avoid mistakes before they happen. In a situation where there was an absence of accountability, restorative justice must be instituted to achieve accountability and how the trust that has been broken can be restored (Dekker & Breakey, 2016). Leaders as people who should make decisions tend to employ perceptual quick solutions, heuristics in to get round the along the intricate thought of probable results. The heuristics situation usually leaders to biasness which favours the current situation of the organisation which tend to overlook the accountability aspect of the situation (Royzman & Baron, 2002). On a political space, biasness is real and it manifest itself in many ways like the failure to implement policies and resulting in the collapse of the systems and departments and only when there is a big damage that is when the accountability kicks in but to a little effect because nobody wants to be held accountable (Howlett, 2014). The shifting of the blame results due to the political leadership's aim to remain in control reinforces the liability evasion tactics. While on the other side the answerability is intensely correlated to the ability of personalities to sufficiently evaluate expenses and welfares and the propensity of diminishing sunk costs.

It can be argued that in advanced democracies, the leaders are held accountable by the electorate through voting systems, while it is true with advanced democracies, it is wrong with democracies like the South African where the majority of the electorate have either received elementary education or nothing and they cannot understand their power of the vote (Howlett, 2014). Another problem with South African democracy is that the electorate votes in tribal and ethnical lines rather than in true competency of the leader. It must also be understood that being held accountable is not the same as being accountable for your actions. To be held accountable is being coerced into accepting the responsibility and accounting. To be held accountable to deliver services to the citizens they require. In the low income countries, citizens are failing to hold the

leaders accountable because they themselves do not know their own rights and the leaders take advantage of the lack of knowledge by the citizens and shift the blame.

Kanyane (2013) expressed the notion that South African public service is trademarked as devoid of accountability, good governance, and transparency; and is regarded replete with incapacitated and unqualified employees who cannot achieve to their mandated services to the community. If the state stays on hiring unqualified and incapacitated employees and does continue to shun the community in decision making service delivery will stay elusive and as a pipe dream to the majority of the disadvantaged community. Kanyane (2014) stated that if the community has been involved in determining what they want, the staff will start demonstrating the characteristics of municipal honesty, integrity and accountability. The consistent strong leadership in the Municipalities is of paramount importance because it is here the citizens have to be supplied with the basic services they require on a daily basis for their survival. Resilient and cunning leadership is very important for the delivery of basic services while poor leadership condoning corruption, mismanagement, non-performance and misconduct lacks credibility and integrity (Kanyane, 2014). With all the characteristics that make leadership to be defined as quality cannot effectively achieve the desired goals without encouraging network governance where employees have to work with other departments to bring the services to the people. With network governance, employees interact with other departments to solve problems which could not have been their competence but of the other departments, the next section will discuss the network governance.

## **2.8. NETWORK GOVERNANCE**

Network governance is an idea that was gained acceptance in public administration writings as mutually a term aimed at explaining idea and an authoritarian instrument to move public management towards the formation of apparatus to add value to the citizens (Lewis, 2011). Moreover, it is aimed to steer off from central ranked power and markets in the management of civic service (Bevir, 2009). The development such as financial plan sternness, the trade and industry and monetary catastrophe and condensed legality of the state involvement have inspired government employees to cooperate within themselves and other parties that have interest to solve the difficulties of modern-day public (Sorensen, 2009)

The leaders gain more recognition for encouraging the employees to join the networks who are outside of their departments who are stakeholders including business, none profit making enterprise and communities (Dal Molin & Masella, 2016). Behagel & Arts (2014) stated that it has been seen to emerge from service delivery in water management, environmental protection, health services and educational leadership. As a result, network governance elucidates a transformed association between the government and citizens, where organisations are not uniform in under their authority above government properties and services, but have definite character in a range of other stakeholders. However, this paradigm has been criticised because it is perceived to be an extensive indication of neo-liberal public management, where the government is scooped-out with jeopardy and obligation shifted to non-governmental organisations and allies (Hatcher, 2014). This has magnified the UK 2010-2015 Coalition Government's 'Big Society' agenda, where fiscal austerity was justified as democratic decentralisation (Dowling & Harvie, 2014). Dowling & Harvie (2014) argued that the network governance is another way of the government trying to remove its responsibility and give it to other stakeholders to do its roles.

Network governance can energise organisations adding to provision of representative welfares over its sociological thoughtful of social collaboration. Of the two types of networks, which are network governance and network community governance, they assumes various systems to get diverse goals, which can result in pressure among the recipients of the networks. Research into the governance networks of educational leaders by Hatcher (2014) has exposed that government led networks in the education system have removed political meddling on the formulation of the policies for education as the networks sometimes are perceived to be working for the government rather that the whole system and removing the participation by the public. It could be argued that such arrangements of networks could rather have detrimental effect because they will remove the most important element that of accountability. On the positive note the network governance make sure that the stakeholders share the different knowledge and experiences to solve the problems at hand. It does however affect the targets and goals which needed to be achieved because different people have been brought together with different targets and goals and are expected to achieve. These people as they have different targets and move in different speeds, the targets will be affected.

The network governance eliminates many democratic deficiencies by getting rid of the bureaucratic systems that would have been followed all the way to the top and down. Networks emphasise the sharing of the accountability across the different network partners and this becomes very difficult to have someone to hold accountable in the event things do not work well according to the rules and procedures, (Gains & Stoker, 2009). Therefore, network governance and public value management are jointly strengthening administrative and politically aware situation whereby the network governance is the vehicle through which the public value management is created (Shaw, 2013). The characteristics that are considered to create a quality leader in them are very important but however some other competences are needed to augment these characteristics for effective and efficient discharge of duties. The next section discusses these competencies to see how they can help leaders deliver good service to the communities in need.

## **2.9 LEADERSHIP COMPETENCES**

These are some important leadership competences that are paramount to discuss together with the main characteristics of quality leadership. Leaders with good leadership qualities will still need the following competencies to discharge their services to the best of their abilities. These competences are very important for the leadership to have together with the characteristics that have been discussed above. The characteristics together with the competences make a leader more effective in executing their mandates. The competences strengthens the characteristics that make a leader's integrity not be doubted by the followers. The competencies further make sure that the leader can do the tasks that they are mandated to do. The competencies will be explored below.

### **2.9.1 Anticipate**

The majority of organisational leaders are incompetent on identifying profound risks and prospects on the margin of their organisation. Quality leaders in opposite are frequently scanning the environment, sharpening their capabilities to anticipate by skimming the situation for signs of revolution by talking to their stakeholders and listening to their problems and input (Shaw, 2013). The quality leaders must have the aptitude to execute a thorough examination of the opponents and be in a position to pin point emerging fashions, consumer requirements, developing prospects in the industry environment, risks that would be deactivated. Quality leadership need to have

the courage and confidence in action so that their visions are fulfilled. In the case of service delivery, the quality leadership must always be scanning their environment, trying to find out what the community is up-to and how to address their demands well in advance before it becomes a problem. They must also be trying to find what other countries are offering as services to the community and be line with the trends as we live in a global society. The leadership must scan the community dynamics as their needs and demands constantly change especially in urban areas where there is an influx of people from rural areas (Schoemaker, 2013). The quality leadership is the one that keeps on questioning the status quo for its validity and efficiencies and how and why they should be maintained. The next section will discuss challenge as a competency the quality leadership must have.

### 2.9.2 Challenge

Strategic thinkers always question the status quo. They challenge their own and others assumption and encourage divergent points of view. Only after careful consideration and investigation of a difficult through many lenses do they take conclusive action. This requires patience, courage and an open mind. The quality leader must have the perseverance in pursuing goals and will continually and persistently try to find better ways of solving the current problems (Schoemaker, 2013). They are motivated by bringing solutions to the problems, using the available resources. Challenging the status quo help to generate fresh solutions to stale problems and improve the leaders' strategic decisions making. Once leaders have the mind of challenging the status quo, then there will be better service delivery without shifting the blame to the now dead apartheid, instead they will question why they are not delivering services to the community. The leadership will have to have the ability of interpreting situation and the ideas that have been put forward. The next section discusses the interpretation of the ideas.

### 2.9.3 Interpret

Leaders must challenge in the right way elicit complex and conflicting information. Instead of instinctively seeing or hearing what you expect, should combine all the input that you have. The leader needs to recognise the patterns of the situation. The leaders if they strategically interpret what the community needs correctly, they are in a position to understand the situation and avert the situation that can end up being hostile (Schoemaker, 2013). After having the ability to interpret, the leaders need another

competency that will make sure that they choose the right path of action and this is the next competency to be discussed in the next section.

#### 2.9.4 Decide

Strategic thinkers insist on multiple options at the outset and do not get prematurely locked into simplistic go/no-go choices (Schmitz, Raggo & Bruno-van vijfeijken, 2012). They do not shoot from the hip but follow a disciplined process that balances thoroughness with promptness, contemplates the trade-offs involved, and takes both short- and long term goals into account. In the end strategic leaders must have courage of their convictions- informed by a robust decision process. Strategic thinkers will always think of the best options of delivering quality services to their constituencies without being pushed by the citizens demanding the services. After having taken a decision to take a certain path of action, the leaders need to align the chosen action with the targets or capabilities of the organisation and this introduces the discussion for the next section which is aligning.

#### 2.9.5 Align

quality leadership must be dexterous at identifying common position and attaining buy-in among participants who have contrasting views and plans (Schmitz et al., 2012). This requires active outreach. Success relies on pre-emptive communication, trust building, and recurrent engagement. The leaders must identify key internal and external, stakeholders, mapping their positions on their initiative and pinpointing any misalignment of interests. Strategic leaders have the ability and capabilities to bridge differences of opinion, preferences and interests at a higher level. Besides generating new ideas and negotiating them with others in the organisation, a strategic leader ultimately has to implement any new strategy adopted by the firm. This involves realigning internal capabilities to support the new strategy (Schmitz et al., 2012). The leader will have to use change management skills to affect this. Leaders must always be in the learning mood of new trends and technologies, challenges and failures and also encourages those in the organisation to learn also and this introduces the topic for discussion in the next section.

#### 2.9.6 Learn

Quality leaders are the principal theme for organisational education. They endorse a culture of examination, and they search for the programs in both fruitful and abortive

outcomes. They study failures – their own and those of others and their teams' in an open, constructive manner to expose the hidden lessons. In most cases organisations, leaders have tendencies of punishing rather than learning from own mistakes and do good, which means that they can go to great lengths to uncover up their own mistakes (Schmitz, 2012). Quality leadership must be open and acknowledge their missteps. Leaders must institute after-actions reviews, documenting lessons learnt from major decisions and milestones and openly communicate the resulting insights. Leaders who have the quality characteristics can identify their own weakness and the areas that need improvement in the organisation.

Quality leadership develop shared learning and improvement and the use of the company's procedural and recollections by supporting intra-and extra organisational exchange of ideas that provides access to and inspires the distribution of knowledge about history, matters confronting the organisation in real time, and possible future. Organisational learning consists of determining the decisions appropriate at each point in the cycle and securing that knowledge for use in future iterations of the cycle (Boal, 2007). Quality leadership must guide organisations carefully across time so that learning takes place and yet does not overly curb organisational responsiveness. Quality leadership manage a delicate stability in time to keep their organisations poised on the edge of chaos, creating harmony between the past, and the future while developing the energy for action in the present. They are responsible for creating context within collective learning can occur, and, by extension, play a major role in the creation of cognitive consensuality. Quality leadership enhance cognitive networks consensuality by promoting intra- and extra- organisational dialogue, encouraging the surfacing of thoughts and assumptions, the creation of new ideas, and initiating collective action; they also actively shape the process by using their own life stories as an influence tool (Boal, 2007). The quality of leadership has dominated the discussion in a quest to deliver good service and the next section will be discussing the service delivery and its quality.

## **2.10 SERVICE DELIVERY**

Service delivery is the provision or distribution of basic services like water, electricity, sanitation, roads and refuses removal and infrastructure (Chen, et al., 2014). Fox &

Meyer, (1995) defined service delivery as the provision of public activities, products, benefits, to satisfy the citizens. Poor service delivery is destroying the South African businesses and restricting growth. van Antwerpen & Ferreira (2016), purported that some government departments are failing because they do not employ enough qualified and skilled people. Service delivery is about the citizens that need the service to be provided, and they should appreciate the service rendered to them if it was what they required as consumers. The service should be exactly what the citizens' want not what the leaders are prepared to deliver. In essence service delivery is about giving the community what they require in the most effective and efficient manner that will result in the satisfaction of the community (Siphumeze, 2015). The constitution of the republic of South Africa ensured equitable and fair distribution of services to all South African citizens. The democratic government introduced the policies and laws that annulled the legacy of apartheid system. They employ people who reinforced the party that wins the elections no matter their qualification.

Their support is their qualifications to hold positions of authority. Service delivery is the provision of the public goods to the citizens by the government, which could either be the local government, provincial government and or central government. The study will be concentrating on the local government which is the lowest sphere of government and which is directly in touch with the community. The 1996 constitution of the republic of South Africa does not support unequal service delivery to the population. The apartheid laws and the existing municipal systems had ensured that the black majority could not reach health and basic facilities and their dignity was not respected (Netswera, 2014). The community expect the services to be delivered to them in non-racial, non-sexist and nonpartisan manner. The monitoring of service delivery needs thorough effective governance and administration.

Service delivery is a legitimate right of all residents and particularly those who were previously disadvantaged (Boin et al., 2016). As a result, some campaign slogans like *batho pele* which simply means service to the people have been coined to emphasise the importance of service delivery to the poorest of the poor. This initiative aims to make public servants to become service orientated, to pursue excellence in service delivery and commit them to continuously improve service delivery (dpsa, 2017). The government has also sets values for changing service delivery with respect to the

discussion, service standards, access, courtesy, information, openness and transparency, redress and value for money.

The government in the presidential local government summit 2016 reiterated that the provision of the services, like clean drinking water, sanitation, electricity, refuse removal and the provision of roads are basic human rights enshrined in the constitution for the Republic of South Africa (Cogta, 2016). The document further stated that though there is improvement in service delivery, there is a need to educate and where needed, enforce the implementation local government mandate of service delivery and functional municipalities which are a capable machinery at local level that can create a safe and healthy environment that is sustainable and economical where citizens can live and work safely. The government has progressively improved the living standards of the citizens by making sure that more households receive the basic services as depicted on the figure 1.

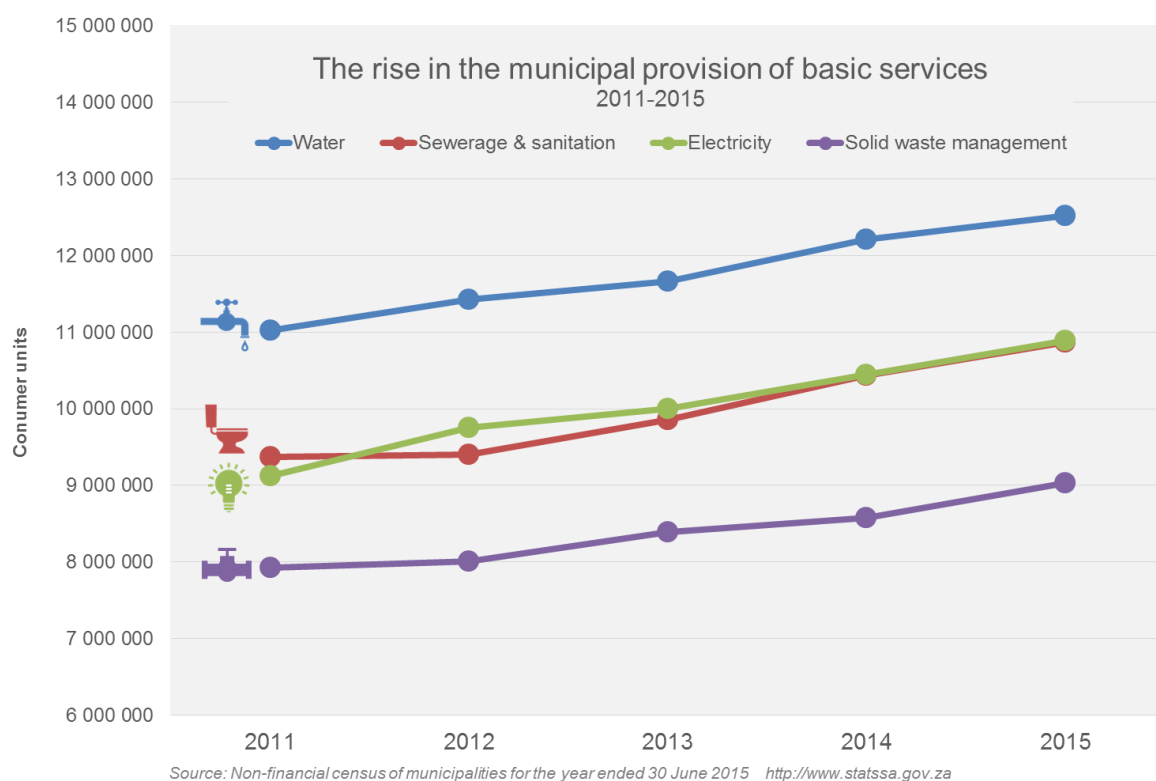


Figure 1. The rise in municipal provision of basic service

Source: statistics South Africa census data

The Figure 1 shows that there is a steady increase in the access to the service delivered in South Africa. There is still a lot to be done to completely eradicate the

areas without the basic services. The government has over the years come up with programmes that are aimed at helping the local government to eradicate the backlog of the areas without the basic services including a toolkit and turnaround strategy which are aimed to improve the service delivery and the government does agree that it is in these areas that they fail the community (Cogta, 2016). The presidential local government summit did mention some points which are the failures of the local government's representatives resulting in either poor service delivery or non-delivery of services. They believed that the inadequate or non-delivery of services are due to the breakdown of trust in the institutions and councillors by communities. Social distance by the public representatives is a major cause of concern resulting inadequate public participation and poorly functioning ward councillors and committees.

The so-called service delivery protests are a reflection of community frustration with the failures by local government to deliver on the promises, especially in economically marginalised communities who experience real or perceived indifference from government officials and politicians. While these protests have generated a negative narrative and perceptions for municipalities, we must recognise them as a serious indictment of our ability to serve our people (Horvath, 2016).

It is argued that transformed local government needs to be measured against its commitment to continuous service delivery improvements (Horváth, 2016). It is the quality of leadership that will give vision and direction to the followers at the same time engaging all the stakeholders be part of the service delivery chain. If there is weakness in the leadership, there is likely to be no service delivery to the community (Mphako, 2013).

To live up to the *batho Pele* pledge, leadership qualities are needed to improve service delivery in the local government, adjust to the ever-changing demands of local authority. From the newspapers and news bulletins appearing on televisions, it is clear that demands made by the South African communities for service delivery from municipalities have escalated. Complaints and demands for service delivery, water, electricity, roads and housing are hitting headlines as protests and roads barricades become fashionable. Nkomo (2017) stated that to achieve success, specific leadership skills are needed to improve service delivery in local government in South Africa. More

specific skills are needed to address the ever changing demands for improved services placed on local authority as well as the need to address the inequalities of the past. Achieving these objectives also calls for skills in establishing of public-private partnerships and small, medium and micro enterprises. There is a need of developing new leadership skills at the same time avoiding conflicts of interests, leading strategically beyond boundaries yet keeping firm sight on the vision. In the following paragraphs, the models and the failure of service delivery to some portions of the society shall be dealt with.

There is a perception of political and systemic weakness involving lack of qualified staff, capacity, performance and accountability at the local level of government which already deals directly with the citizens, and their failure to have good enough capacity, leads to residents' dissatisfaction with the local government. According to research done by Nkomo, there is insufficient service delivery across the country with statistics showing that 65% of residents have refuse removal once a week while 81% have good or near good sanitation (Nkomo, 2017). These statistics as well known that survey do not cover the whole area of population but based on the sample size; there could be more places that have no basic services. The majority of the complaints by the community at various levels of governance have result due to poor leadership.

Research by other scholars showed that more than half of the South African municipalities are performing poorly while 56% of the population feel that roads are badly maintained (Makhafola, 2018). Normally it is the procedure that when residents or citizens feel that the elected representatives are not doing their mandate, they be removed from their position by voting during elections but however residents decides otherwise. They resort to effect the political mandate to their leaders by way of demonstrations, picketing, toy-toying, protests, and road blockading by burning tyres, looting, refuse and any other objects they can get their hands on trying to force accountability of the leadership or force them to resign from their elected positions. Sometimes they leave a trail of destruction on their trails. According to research by Afrobarometer, many structural barriers to good service delivery remain, when you are privileged you will have the good service and while those that are working and earning a better salary move to the areas that were earmarked for the privileged white while they leave the poor areas.

The research also found out that local government might be perpetuating the legacy of apartheid era of spatial design of most towns and retarding integration and quality service to the disadvantaged communities (Nkomo, 2017). It is true that the local government is perpetuating the legacy of the past in that meanwhile they criticise the past, they have done nothing to reverse the acts of separate development. Whatever they build as a way of redressing the past does not even match what was built by the apartheid government for the poor black communities. What they are doing is to use the will and wish of the communities to access the resources and the areas that were previously built for the white communities. Service delivery includes sanitation which is the removal and disposal of human waste from the society and this introduces the topic for discussion in the next section.

### 2.10.1 Sanitation

Sanitation delivery in the urban township of the sub-Saharan African (SSA) countries has been a chronic issue, and very difficult to solve of which South Africa is part. Under the millennium development goals (MDG) the sanitation target in urban-sub-Saharan Africa was missed by a huge margin and witnessed almost no improvement. Most urban residents in the region lack access to basic sanitation. At present only 41% of the urban community have access to individual household toilets and more than half of the urban population lives in shanty towns where sanitation is either not there or is very bad becoming health hazard (Buckley & Kallergis, 2018).

According to the World Health Organisation (WHO), the progress indicator for sanitation in accordance with the MDGs is defined as the proportion of the population that uses improved sanitation facilities, in both the urban and rural communities (WHO, 2008:2). The WHO further defines the unimproved sanitation as the one where the citizens uses buckets, flush or pour-flush to elsewhere (like rivers or drains), pit latrine without slab or open pit and bushes for defecation. On the other hand, they defined improved sanitation facilities as flush or pour-flush to piped sewer system, septic tank, ventilated improved pit latrine, pit latrine with slab and composting toilet.

There are three types of sanitation facilities as per the WHO/UNICEF Joint Monitoring Programme (JMP) which are namely limited, basic and safely managed. The limited sanitation systems are the facilities that are shared by the members of the community, they are called that because the JMP does not want to use the word shared which is

more appropriate because they are communal. These types of sanitation facilities are prevalent in the area of the study. There is one or a set of facilities that are placed in one place serving a population of more two hundred people. As these facilities are shared by the community, they are not the best facilities to use because most of the time they are filthy and maybe are cleaned once a day or a week. These facilities only help in that the community does not have to use the bush for relieving themselves but however hygiene wise they are not the best option. These facilities are provided by the municipality (Cheng, et al., 2012). These facilities are the best in the sense that they are water borne and once the person relieves themselves they flush and the rubbish goes. They don't attract flies when they are utilised correctly, and they don't smell.

According to the South African General Household Survey 2016, these facilities are more sanitary. According to the WHO standard of improved sanitation, these facilities must therefore prevent human coming into contact with the human excreta and ensures that the method of disposal are controlled and environmentally friendly, ensuring maximum protection of human health and wellbeing. Though they are regarded as more sanitary in nature, they are however far away for other users which means that the users' safety is compromised as mugging is a possibility. While they are said to be sanitary, they are closed and locked during the night meaning that the residents cannot utilise them during the night and should find alternatives (Maria, et al., 2017). Alternative here is going to the bush for relieving themselves which is not good also. Statistics from WHO shows that 88% of cases of diarrhoea worldwide are attributable to unsafe water and unhygienic environment, and they result in more than 1.5 million deaths a year, mostly in children. Cheng et al. (2012), with their study found that there is a relationship between maternal, infant and child mortality due to the lack of access to water and sanitation.

Research has found that building infrastructure in low density suburbs is 1.5 more expensive than in high density suburbs and then why is it that the high density suburbs are the ones with little infrastructure?. It cannot be disputed that fast and spreading urbanisation exert enormous pressure on the municipal finances and provision of basic infrastructure (Maria, et al., 2017). Another set of facilities are the basic facilities which are safely managed sanitation facilities servicing a single household. This sanitation is either water borne or just pit latrines dug by the households. The basic pit latrines

dug by the households have a problem of breeding flies that are prone to spread bacteria. These facilities are a health risk because they are the breeding place for the bacteria. In the area of the study, the majority of the people are using these facilities. To the surprise, you find that the pipeline passes a few meters away but there is no reservation for the sewer connections so that the community can just join their sewer into the main pipeline. The reason for the lack of proper sanitation in the area could be attributed to the leadership of the area not knowing the importance of the proper sanitation.

Poor sanitation does not just impact the affected communities; it does the whole nation in that more resources must be directed into primary and secondary health care at hospital treating the same people (Zhou, et al., 2018). If there was proper sanitation the health welfare of these communities could be in a better improved level. It is true also that proximity to basic services like clean drinking water, sanitation facilities, solid waste collection has a direct impact on the mortality rates and economic productivity (Maria, et al., 2017). Access to improved sanitation forms the bedrock of infrastructure deprivation for the poor urban households in Central America and as well as here at home. Improved sanitation systems, such as septic systems are more common but lot of households don't have them. Providing sanitation facilities in high density suburbs, poor urban settlements are a challenge for the governments with technical, economic, social and environmental issues. Zhou et al. (2018), stated that to inspire action to tackle the global sanitation crisis, World Toilet Day, which was established by the world toilet organisation in 2001 was declared an official UN holiday in 2013. President Xi Jinping of china proposed "toilet revolution" in China's rural areas in 2015.

Provision of sanitation in South Africa is a constitutional right for the citizens but why then these people are denied their fundamental right to proper and safe sanitation? The government committed that all the pit latrines be emptied every five years but the municipalities are not implementing this, meaning that those utilising the pit latrines must once the pit is full close it and dig another one in the yard leaving the whole yard with an unstable ground for building good housing structures. These people are forced to come up with their own ways of building sanitation facilities like those already explained. At times those that are closer to the stream and have water at home connect the sewer pipe to dispose their faeces into the river which is hygienically and environmentally unsafe. Such self-help human waste disposal is one of the causes of

gastrointestinal illnesses linked to seasonally varied microbial contamination (Kelly-Richards & Banister, 2017). From a political perspective and human right, the water and sanitation should be a top priority and not just a matter of urgency which could be talked over but with no action done.

At the 2000 Millennium Summit in Johannesburg, sanitation was placed as a developmental target in its own right alongside water which is very vital for the achievement of the eight MDGs (Zhou, et al., 2018). Water and sanitation are two of the most important indicator of good health to the citizens, citizens that do not have access to clean drinking water and sanitation that is safe have health problems. This is evident, when you go to the clinics around the area of the study you find huge queues of people attending clinic with different complaints ranging from diarrhoea to other serious illnesses. If you go to the clinics in affluent suburbs the opposite is true and one could say the numbers of people attending these clinics are due to illnesses related to poor sanitation. A good attention by governments on water and sanitation schemes in propping up public health is necessary (Cheng, et al., 2012), worsening of which the three of the eight MDGs will not be met. Sub-Saharan Africa has the lowest proportion of improvement and exposed excretion in bushes continues to remain high. In countries like India, 55% still do not have access to proper sanitation. Significant policy development support to the Water Supply and sanitation (WSS) sector is also demanded to enhance the ability of countries to translate policy into action and increase the momentum of fulfilling the MDG targets.

According to Bhagwan, (2015) the South African government has committed itself to providing 100% of its citizens by 2015, it has however managed to fulfil its MDG in providing water to most of the citizens but still lagging far behind in providing sanitation to all the citizens. Though Bhagwan believed that the government has reached its MDG in supplying water to every household in the country, it is not true that the government has reached this goal as some residents in the area of the study had never had water in their yard, and they have to travel for more than 500 metres to get water, which is only available for certain times of the day. The water research council (WRC) together with eThekweni municipality plans to install 600 units in the near future of the dry pit latrines that will flush with little water to just get rid of the human faeces, for this to be implemented it remains to be seen as the projects that are meant to be implemented to service the community end up having the shortage of the resources

due to overpricing because those concerned in the procurement are complicit in their dealings (Motala, et al., 2015)

In South Africa, the slow pace of eradicating infrastructure backlog have failed to yield results of eradicating and or failed to address the backlog by half by 2015 as was the MDG target to halve access to clean water and safe sanitation (Motala, et al., 2015). WHO found that the African countries are not moving fast enough to meet their MDGs health target and as such their endeavours at decreasing the load of cleanliness-connected illnesses are likely to flop till something is done to use efficiently and effectively of the existing division resources. There should be a will by the government at all its spheres in South Africa to increase the budget for sanitation and water infrastructure and to overhaul the governance mechanism and make sure the procurement and use the free competition to select the companies that will be given the tasks of erecting the infrastructure. There was a research that found rampant dishonesty, councils which are dysfunctional, unstructured public meetings, and bad monetary supervision that lead to uninterrupted adverse examination results. There is bad service delivery, and tasks such as mending holes on the roads, collection of garbage, up keeping of public places or repairing the places where the community had the capacity to build their own safer sanitary facilities they face a problem of the water which is only collected at a stand pipe a few hundred metres away from their homes. There is a new form of collaboration of the sanitation sector by involving an array of stakeholders, where the private sector also joins the bandwagon in the provision of the sanitation in one way or another (Van Vliet *et al*, 2011).

This is the trend the world over though it might not have started in our shores but hopefully it will be sooner. The International Water Alliance (IWA) associated countries, including Africa, Eastern and Southern Asia, Middle East, Latin America and the Caribbean Region, Europe and China found that networks of knowledge sharing increases good practice and momentum in the delivery of water and sanitation programmes (IWA WOP Strategy, 2008). Sanitation does work well with running water for disposal purposes and this is water borne sewerage removal and this introduces the next topic of the next topic for discussion which is water provision.

### 2.10.2 Water provision

The municipality's prerogative tasks are the legitimate obligations that are expected to accomplish, comprising water provision and other services and it has been mandated

to provide enough services and to be sensitive to the requirements which are of essential in nature to the community they serve (Darvesh, et al., 2017). Since local governments are at the coalface of service provision, they are mandated and duty bound to deliver public goods and services such as water, sanitation, electricity, waste removal, shelter and the construction of roads in the township (Gordhan, 2014:8). The availability of clean water which is fit for human consumption, availability of clean sanitation is good hygiene practices which are very important for the existence and growth of children (Darvesh et al., 2017). Globally there are more than 2.4 billion people with not enough sanitation, 663 million have no contact to enhanced water sources and 946 million continue defecating in bushes (Darvesh et al., 2017). While there is great improvement in the urban area in terms of the water and sanitation, it is however still bad in the rural areas. It was better in 2015 because global statistics shows that 96% of the global population living in urban areas had access to improved drinking water sources while 84% of the rural had access to improved drinking water sources (Hunter, Macdonald & Carter, 2010).

The statistics further tell that 82% of the global urban population had access to improved sanitation facilities while their rural counterparts amounted only 51% of those who have access to improved sanitation facilities. The United Nations (2014:8) argued in its MDGs report (2014) that much advancement have been made not only in connection with eradication of paucity and famine, but also with the supply of water. It is further estimated that over 800 000, children die annually due to preventable diseases caused by poor water, lack of sanitation and poor hygiene. Lack of water supply affect health adversely both directly and indirectly as it impact on good sanitation and hygiene. Ultimately improvement in various aspects of water supply represent important opportunities to enhance public health (Hunter, et al., 2010).

The right of access to enough water is accorded to everyone in section 27(1) (b) of the Constitution, which states that “everyone has the right to have access to sufficient water”. Section 27(2) necessitates the government to make judicious parliamentary and other processes, inside its present resources, to accomplish the broadminded awareness of the right. Access to water indicates that water should be both economically and physically reachable. Physical ease of access means that water should be available within a distance that is short enough that children and the frail and those living with disabilities can reach with easy. The water services Act, No 108

of 1997 guarantees the right of access to the basic water supply by the citizens is protected. The act further compels the water services' authorities to make sure that they develop and adapt the water services development plans (WSDP). To accomplish this the local governments are by the Act required to see that every citizen has the right of access to clean drinkable water. The Act stipulates that the water services establishments are answerable to the customers, regardless where they are domiciled. Section 4 (2) of the Act elucidates that, even though it is the obligation of the water services' organisations to establish circumstances within which water is to be provided, this must be done by setting prioritise of the interests of the community.

There should be sufficient setup and the effective upkeep of amenities and apparatus, and impartial access even for under-serviced areas. Cost-effective access speaks of the financial charges related with accessing water. The importance of clean drinking water and sanitation cannot be overemphasised more than what has been done (Darvesh, et al., 2017). The inadequacies of water and sanitation services burden the economy through low productivity accelerated by absenteeism due to sick workforce that is living in unhygienic conditions. Since water cannot be substituted, it is therefore at the forefront for any development that is sustainable and a key factor in the food production. Undeniable the absence of water negatively affects the personal and sanitation hygiene practices. Food needs washing before it is prepared for cooking and hands washed.

Research has found that food that is not washed before preparation is likely to carry some bacteria that will end up on the plate of a person. It is very difficult to speak about water without talking about sanitation because poor sanitation affects the quality of water and these are related. Water is needed to provide good sanitation while poor sanitation affects the quality of the water and the environment, infecting the sources of water with waterborne diseases which will in turn impacts the economy (Darvesh, et al., 2017). The reason for limited access to improvement towards widespread access to sufficient water and sanitation comprise but not limited to high population growth rates in low income countries, inadequate rates of capital investment, teething troubles in suitably revolutionising local water resources, and the lack of capacity by organisations obligated to manage water supplies in urban areas or to funding community management in the country side. Since there is evidence that poor sanitation and dirty water are the sources of high infant mortality, why is that the

leadership of Ntuzuma not taking this as a serious undertaking that need urgent attention? To erect infrastructure for water and sanitation, and service the infrastructure, good access roads are a necessity otherwise servicing these infrastructure will be negatively affected and this introduces the top for the next section which is roads.

### 2.10.3 Roads

Service delivery in South Africa is a constitutional prerequisite. The roads in the municipal area are fulfilled through municipal structures Act 32 of 2000 and road infrastructure strategic framework. The provision of roads and streets in the urban areas is the prerogative of the municipalities and they are mandated by the constitution as the providers of roads and streets within the urban areas. One of the concerns about service delivery is the lack of roads and streets provision by the municipalities (Mamabolo, 2016). It has been attributed that poor road infrastructure are the cause of loss of business profitability, tourism and investments (Sebola, 2014, Duranton, 2015). Road infrastructure has been a major concern for South Africa because the roads accidents happening on the roads are attributed to poor road surfaces. The road infrastructure in South Africa is also linked to disparities which are the relic of the apartheid government. The obedience with these frameworks is making sure the citizens of their right to equivalent value service delivery and the lack to stick to these lawful frameworks by the municipalities disenfranchises the citizen of their right to have good service delivery.

The failure by the municipal to deliver on the services results in the community protesting and destroying the already there infrastructure costing the government more money in first repairing the damaged infrastructure (Mamabolo, 2016). It has been noted that the provision of the roads as a service to the previous disadvantaged is characterised by the provision of sub-standard service. It becomes very confusing to say previously disadvantaged because the same people that are called previously disadvantaged are still and even worse disadvantaged than previously were. It should be noted that roads provision should be considered an essential service for the socio economic development and should be jointly be shared with all the spheres of the government. Roads make areas accessible for delivery, transporting people and

patients to hospital, transporting materials for building water infrastructure and sanitation. Given that some landscapes especially here in Durban is so rugged, that it restricts free mobility and even worse for delivery vehicles.

It is debated that the absence of distinguished collaboration and synchronisation of events by the three tiers of the government means that there is nothing that is going to be very little realisation of the service delivery mandate to the satisfaction of the citizens (Mamabolo, 2016). The municipalities by virtue that they are the closest to the community and constitutional mandated, they must always engage the citizens in participatory roles in the service delivery and not as people who should rubber stamp the ideas of the leaders. In most cases the leadership comes with project which they think are suitable for the community while the community has other ideas. Such type of engagement which does not truly address the community concerns results in the citizens feeling disenfranchised and hence protesting destroying the infrastructure that they find in their way with the intention of harming the leaders that they believe should be delivering the service to them (Escribano, Guasch & Pena, 2010).

Research has found out that some delegated responsibilities of the local authorities are not easily achievable because the responsibilities are to be achieved without proper funding and limited power to manage and maintain infrastructure. It is not the limited power and funds but also the incapacity of the leaders and lack of political will to perform public functions in South African local governments (Mamabolo, 2016). It can be argued that the lack of service delivery and the failure to deliver is due to the unqualified, and shortage of skills by the leaders. The leaders are selected not in consideration of their academic qualification and skills but in consideration of how popular they are with the community and how they relate to those in power.

Infrastructure determines the costs of transport in an area (Escribano, et al., 2010). Good roads infrastructures are good and they attract investment in an area as the area will be accessible and lower the costs of transportation. Bad roads mean that goods can be delivered late at an extra costs and this is a minus to an investor (Gqaji, Proches, & Green, 2016). Township economy is encouraged by good roads and streets network that have signs and names. The Florida road in Durban is a case in point where investors open business along the road because the road is in good conditions and road signs and roads names are displayed. This makes life easier for

customers and delivery people as they can quickly find the place they want to deliver to or do business (Gqaji, et al., 2016). Not maintaining and making good roads in the township of Ntuzuma G means that the community will remain poor and getting worse by the day. It could be argued that the leadership's lack of urgency in delivering service in the area is perpetuating poverty by design. The South African government has in many occasions reiterated that they need to revive the township economy but what fails them is the lack of knowledge that the road infrastructure that is good attracts investors. The roads that are poorly maintained end up being used as dumping places by the citizens because they want to authorities to see the rubbish as they drive along at the same time removing the rubbish from their homes and this introduces the next topic for the next section.

#### 2.10.4 Refuse collection

According to the Collins English dictionary, the gathering of garbage and waste, customarily in garbage trucks before final throwing away. Jerry, (1986) defines the refuse removal as the pulling together, treating, and getting rid of the hard substances that is thrown away due to the end of its life cycle. The wrong method of disposing the community waste can create unhygienic situations and create environmental pollution leading to the outbreaks of vector-borne disease. Solid waste creation continues to be one of the challenging matters in both high income countries and low income countries. Solid waste generation could be attributed to the development and economic expansion and population expansion, where nations consumes more and disposing more. The more generation of the refuse add another burden to the already struggling infrastructure (Bundhoo, 2018). It is not the focus of this study to discuss how and how much refuse is generated but to discuss how it should be managed for the benefit of the citizens.

According to the national Environmental Management led by Minister Edna Molewa: Waste Act 59 of 2008 stipulates that standards are required to "create an impetus to the right to a surroundings that is safe to the health and well-beings and that this condition be implemented and maintained uniformly throughout the country. It further stated that "it is recognisable that South Africa is a low income country and the reason for setting of standards is to ensure a service to all while complying with safety regulations without unreasonably altering present creative gathering practises as long as they work well and provide a service of satisfactory standards to all homes

(Bundhoo, 2018). The act further affirms that the standards of domestic refuse are entrenched in the constitution of the republic of 1996, stipulates that the standards of domestic refuse removal must meet the current international standards as well the practices.

The minister further contracts the act by putting by conditions on how the removal must be done by the different municipalities as she says “it is recognised that service levels may differ between areas depending on practicality and cost efficiency of delivering the service.” It can be argued that in such a situation, the mostly disenfranchised and marginalised population will be the one to be affected most because the areas they have been designated makes it practically and cost efficiency difficult. They have been located by design in the harshest terrains with very little access infrastructure. These conditions will therefore will be seen as not cost efficient and practically difficult to undertake the services. It could be argued that such discrepancies in the application of the laws and policies results in the community fighting each other because the neighbours fighting over the refuse which should not behind each neighbour’s backyard. Waste collection is very important for the refuse management systems that are effective. It has been noted that in most low income countries refuse is just dumped alongside the road where it be collected and in most cases the refuse start rotting before it is collected. In south Africa there are refuse containers or dump places within the residential areas where the refuse worker will collect. Bundhoo (2018), stated that in Gambella Town –Ethiopia trashes are kept in refuse bags before their final disposal in open dumps or landfills after they are collected and transported by donkey-pulled carts. In Maputo –Mozambique the garbage following door-to-door gathering are transported to an in-between gathering container before being disposed at the municipal disposal site (Tas & Belon, 2014).

One of the reasons for low refuse removal is due to lack of the funding, which results in the few number of refuse removal trucks and staff. The refuse removal trucks are often poorly maintained and have regular breakdown due to numerous reasons from punctured tyres to mechanical breakdowns (Ferrari et al., 2016). It is stated that sometimes low collection rates are due to inaccessibility or roads or streets which cannot be drive on by garbage trucks for waste collection and at times the low collection rates are due to the illegitimate discarding and incineration of the rubbish by the community themselves (Din & Cohen, 2013). Those that dump their refuse in

bushes, rivers and burn it say, they do it because of low collection rates and or the bins are very far, while in many low income countries, the citizens burn, bury it in their backyards and or compost it to just get the hustle out of their lives because of low refuse collection. There cannot be an over emphasis of the results of irresponsible dumping and refuse accumulation and these are good and sacrosanct reasons for the municipality to collect refuse regularly. Some of the dangers of irresponsible refuse disposal are gas formation like methane, vector borne diseases, and the release of toxic gas due to burning which could have permanent health issues. Bad refuse removal also leads to the rats problems.

There are some techniques of refuse management which can be employed which included reprocessing, creating compost by waste, anaerobic digestion, thermo-chemical waste-to-energy (WTE) technologies such as burning, gasification and pyrolysis and final waste disposal such as landfilling, these are the most prevalent method used in low income countries (Bundhoo, 2018). The fact that there is a problem of refuse removal, it is there important to note that poor refuse removal has some factors that cause poor service delivery and this introduces the topic for the next section for discussing.

## **2.11. CAUSES OF POOR SERVICE**

The actions of the both the employees and those of leaders are the main cause of poor service delivery. The rest of the factors are the results of poor leadership and mismanagement of the government resources. Poor service deliveries does not just happen in a vacuum, but are due to the already discussed in the previous section and those that are to be discussed in this section. van Antwerpen & Ferreira (2016), purported that poor service delivery is caused by the employment of unqualified and unskilled employees but however the leaders are still the cause of the poor service delivery as they are the ones making policies and making sure that the policies are implemented. It has been discovered that there are also other factors or behaviours that contribute to poor service delivery. Some are by default designed by the leadership to create poor service delivery machinery, so that the leadership can hold onto political power. More detailed discussion of the causes of poor service delivery

will be in the next sections of the chapter. One of the machinery used by leadership is the Selectorate theory which is discussed below in detail.

### 2.11.1 Selectorate theory at work.

To answer and establish what causes and why there is poor service delivery in the area of the study, the Selectorate theory needs to be explored as previous research has explored it and it did answer the questions of why there is poor service delivery and in this study, it is relevant. A group of people with an interest in picking leaders and with chances of attainment of access to exceptional rights provisioned out by leaders. Even if political leaders are given all the tried and tested pieces of information, and are well aware of their importance in relation to the circumstances, they will still fight their way not to adopt the theory so that their aims still remains relevant. The leaders do not implement good grounded theories because they want to remain in power for a long time. The leaders act in institutionalised logic of political arena that has a simple goal of keeping in power (Király, Köves & Balázs, 2015). The leaders are not just following the rules of the political game, but assumed the control; they are vigorously tangled in altering the political ground in order to reduce adverse opinion and serious inputs coming from the public and the environment. The winning coalition that keeps the political leaders in office in exchange they receive privileges in the gifts depending on how large the group is.

Király et al. (2017) stated that Selectorate theory is not about how responsible leaders can emerge but raises a more pessimistic question of how it is possible that authoritarian, irresponsible, even downright cruel leaders totally neglecting the welfare of their people are able to remain in political power for long periods of time. Mesquita & Smith (2010) argued that the bad behaviour is almost always good politics. The most significant declaration of the Selectorate theory is that the core inspiration of political leaders is to continue to be in control with all conceivable means existing in their political setting. Leaders don't try to maximise the effort of diverse communal groups in party-political decision-making which would have outcomes in a more involved, intentional and dispersed kind of leadership. Leaders frequently try to minimise their reliance on society in general and on precise social groups in particular, the reason being that they have understanding and well equipped with the necessary knowledge of the challenges and chances of their political scheme and deliberately and tactically aim to spread their aim of staying in office (Mesquita & Smith, 2010). Leaders spend

the revenue raised in a manner designed to help keep incumbents in office, especially by sustaining support among members of the winning coalition. They provide mixes of public and private goods and the private goods are distributed only to members of the winning coalition and only when the number of the winning coalition increases that's when the public goods are provided to all. All actions taken by political leaders are intended by them to be compatible with their desire to retain power. The community focuses on the influence of elected representatives, and assume that citizens as a whole have limited monitoring capacity. Politicians are eager to win the electoral support of selected interest groups, and they induce public managers to incur excessively high expenditures in favour of these groups. The need by the leaders to stay in power leads them to creating departments that are full of maladministration. This introduces the discussion for the next section.

### 2.11.2 Maladministration

Maladministration is a behaviour of a public officer, or a practice, policy or procedure of a public authority, that results in an irregular and unauthorised use of public funds or substantial mismanagement of public resources or behaviour of a public officer involving substantial mismanagement in or in relation to the performance of official functions. Maladministration is not limited to the above but does include conduct resulting from impropriety, incompetence or negligence. Maladministration is not in itself a criminal undertaking or behaviour. Maladministration and or gross mismanagement creates an atmosphere for other serious criminal undertakings like corruption (Graycar & Sidebottom, 2012). Maladministration results in failure to deliver service on reasonable standards of performance in the discharge of duties. Four results of maladministration are substantial delay in provision or giving misleading or false information.

Maladministration could results also in improper practises regarding expenditure of municipal funds and very poor record keeping and negligent or incompetent actions taken by staff. In most Latin American countries, the history of inequality between the Elite European descendants and the indigenous population is rife, politics are often deeply rooted in patron- client systems where the privileged control access to the state and distribute favours to the under-privileged. These characteristics and behaviours continue to distort service delivery (Graycar & Sidebottom, 2012). Today in South Africa there is a new class of the elite that evolve from the previously disadvantaged

and they have associated themselves with the historically elite and all the resources of the government that are supposed to service the disadvantaged are used to perpetuate the status quo. Research findings suggest that legislative accountability and oversight are so weak that they are somehow causing poor service delivery because there is no one holding the leadership accountable.

The weak municipal service delivery management systems are eroding the value of investment in infrastructure in both poor and rich areas. Apart from the quality of leadership causing poor service, the leaders are also failing to deliver on the most wanted services because they find themselves in the media for the wrong reasons that have nothing to do with the service delivery but with the facing allegations of wrong doings. These wrong doings are a result of unethical, dishonest behaviour and the lack of integrity. Anon (2018), wrote “**Durban mayor Zandile Gumede under investigation for graft**” such reports are not good for the leader as the leader will be detracted and spent most of their time trying to get out of such a situation or clear their name. Indeed the situation is of their making because they lack the qualities of good leadership. To deliver good service to the community the local government needs to employ competent and skilled employees who will understand their mandate and the urgency of delivering the services as they are expected by the community. If the local government is delivering the all services expeditiously it will be regarded as responsive and emphatic to the people. Maladministration is becoming a breeding ground for other more evil behaviour like corruption which is discussed in the next section.

### 2.11.3 Corruption

The Concise Oxford English Dictionary of current English defines corruption as decomposition; moral deterioration; use of corrupt practices like bribery; perversion from its original state. There are many definitions of corruptions and their forms which manifest themselves in our everyday lives. Corruption is undoubtedly a global phenomenon that threatens the developments and prosperity of nations throughout the world. The Organisation for Economic Cooperation and Development (OECD), UN Convention and the National Anti-Corruption Summit agreed on the following as the different forms of corruption:

**Bribery:** involving promise, giving of benefit that improperly affects or intends to affect the cause of decision of the public official or any person of authority that could be regarded as an agent as per the principal agent theory. The aim of the bribe is to influence the decisions to favour a certain situation or person.

**Fraud:** involves actions or behaviour by a public official, other person or entity that fool others into providing a benefit that would not normally accrue to the public official, other person or entity.

**Embezzlement:** involving theft of resources by persons entrusted with the authority and control of such resources.

**Extortion:** involves coercing a person or entity to provide a benefit to a public official, another person or entity in exchange for acting in a particular manner to defeat the system.

**Abuse of power:** involves a public official using his/her vested authority to improperly benefit another public official, person or entity or to improperly discriminate against another person, official or entity.

**Conflict of interest:** involves a public official acting or failing to act on a matter where the public official has interest or another person or entity that stands in a relationship with the public official.

**Favouritism:** involves the provision of services or resources according to personal affiliations of a public official.

**Nepotism:** involves a public official ensuring that family members are appointed to public service positions or that family members are awarded contracts.

The principal agent theory is a good example of how corruptions are perpetrated (Kayode, Adagba, & Anyio, 2013). The government is the principal and the public official is the agent and because the agent is acting on behalf of the government who is the principal in utilising the resources of the government for the benefit of the citizens get involved in activities that have no benefit to the citizens but to the agent in their personal capacity. The Principal- Agent theory assimilated from Batley (2004:38) scrutinises organisational relationships as a tension between the “Principal” who

demands a service and the “Agent” who provides it. Kayode et al. (2013), concur that in the politics corruption happens at the highest levels of political authority amongst politicians and political decision makers who happens to be the law makers and in the business of making legislations and implement the laws in the name of the citizens. The South African populace has had on many occasions the politicians saying they are making the lives of the people better but at the end they are the ones getting filthy rich with the government resources while there is no service delivery happening at the ground.

Corruption in South Africa rears its ugly head on almost every activity that involves the spheres of government and the office bearers of those offices and it takes the forms of private use of public resources, bribery, and favouritism. South Africa got 45 points out 100 on the 2016 corruption perception index released by Transparency International (Krsteski, 2017). Krsteski (2017) stated that the Corruption index In South Africa averaged 46.97 points from 1996 until 2016, reaching an all-time high of 56.80 Points in 1996 and a record low of 41 Points in 2011. Corruption happens when individuals buy their way through in the tender process with the government or the municipal employees getting involved in the corrupting the process that has the aim of bringing the services to the community, resulting in the awarding of the contracting to a dodgy company with highly inflated prices. The awarding of tenders due to preference results, in the work becoming very shoddy and substandard because the resources have been channelled to the pockets of individuals (Krsteski, 2017). A case in point where corruption showed itself was when the law makers used travel vouchers worth R18million for personal use and this scandal was named Travelgate scandal.

South Africa scored very low for its capacity to prosecute government official for misdemeanour. Of the reported corruption cases 43% involved abuse of state resource by the government officials (Bloom, 2010). It is expected that the majority of the citizens have not paid a bribe to access public services. The public are however aware that politicians and government officials channel public funds away from service delivery into their own pockets. A report by Edward Nathan Sonnenbergs, which is documented, fraud and malfeasance cases presented to parliament and contained in public commission reports, found that the amount involved increased from R100million

in 2006/07 to over R1 billion in 2011/12. This is shocking and is evidence that there is lack of accountability for maladministration and corruption (Krsteski, 2017).

Some scholars came up with a term called “*rent seeking*” which is the extra amount of money being paid, over what would have been refunded for the best alternative use, for something or to somebody (Brandt Hjertstedt & Cetina, 2016).

Accepting corruptions to exist as if it is a good practice threatens the productive activities to become stifled and at the same measure damage investments and growth prospects. Corruptions as has been witnessed affect the allocation of assets providing benefits to the groups who already benefited and depriving the groups that are disadvantaged. Corruption cannot just go away by itself but need those that are not corrupt to take a stand to expose those that are benefiting from corruption (Brandt Hjertstedt & Cetina, 2016). Some call corruption cancer because it is very hard to eradicate and those that benefit from corruption call it radical economic transformation.

In South Africa corruption is taking many different forms sometimes taking the forms of economic emancipation whereby the lobby groups use such terms to loot the resources of the government for their personal benefits and sometimes claiming to redress the imbalances of the past. In the African countries, corruption has proven to be devastating and hampering development. Due to corruption most or all the state owned enterprises (SOE) are failing dismally such that they cannot function properly without cash injection from the government and other creditors, with Eskom having been bailed out several times (Fin, 2018). The DA member of parliament Natasha Mazzone said in the parliamentary debate, the South African, (2018) “total collapse of state-owned enterprise under Minister Brown and that the SOEs are owing suppliers more than R1.532 billion with unpaid invoices totalling 61 063”. She further stated “the shocking figures point to nothing other than a complete lack of oversight at National level and gross mismanagement at the entity level, both spearheaded by the Minister”. What does this mean, it means that there is corruptions that permeated the system and those that are entrusted with powers are embezzling the resources for personal uses. The leaders in the forefront of corruption are so manipulative that they make the ordinary people believe that they are being victimised for trying to bring the service

delivery to them and redressing the imbalances of the past. The majority of the citizens are so gullible that they continue to vote for the corrupt leaders regardless of their integrity in question.

African leaders like Mobutu of the democratic republic of the Congo, who had amassed through corruption wealth which is more than the country owes in foreign debt (Brandt Hjertstedt & Cetina, 2016). Brandt Hjertstedt & Cetina (2016) stated there are some African states known as *kleptocratic*, or “vampire” states, which has zero interest to work for the citizen’s best interest, and conquer as much profits and wealth of the country as possible. Countries that are the highest in corruption like Nigeria, have no good usable public goods like road infrastructure because the resources end up in the pockets of the politicians and public officials (Kayode et al., 2013). To draw a parallel to our South African scenario with the Nigeria, the upgrading of Nkandla at the cost of R246 million is one part of the corruption that denies the community service delivery. At the time this happened, the R246 million which is the resources that could have built (8000) eight thousand low cost housing for the less fortunate or could have erected the sanitation infrastructure for Ntuzuma and Inanda and benefitted large portion of the community rather than benefit an individual. The law makers that should defend the interests of the country and make sure that the government resources are put to good use were the ones that were veraciously defending that there was nothing wrong with the upgrading of a private home with such an amount of money. These bands of law makers always use the name of putting the citizens first while in reality they put their own interests first.

The money created a shortage in the provision of services. The South African anti-corruption strategy is in line with the international approaches to eradicating corruption yet the problem of corruption and unethical leadership persist and increasing at an unprecedented rate. This is due to the fact that the people making those laws are themselves corrupt hence they design some loopholes to make the approaches fail. The South African government constitutes major public service provider to the whole nation and here is where the politicians and public officials misappropriate the resources and once it is compromised, service delivery will not go ahead. If these approaches were real and well implemented, then there could be a number of people who could be in prison by now, like those implicated in the Nkandla saga if they were real and genuine in eradicating corruption. If there are any arrests and prosecution,

then it could be the little man who has got no authority whatever taking the heat for the big “fish” because the little guy is used as a fall guy. The question could be how you can eradicate corruption when you imprison the innocent and leaving the guilty party continuing the corruption.

The South African (2018) reported “Gumede was a key deal-maker in a multimillion-rand tender shocker. The report claims that she insisted on kickbacks from a group of contractors that worked on the R650m construction project”. The question could be how does the mayor get involved in tenders which are dodgy and still remains a mayor without their party recalling her? The answer to this question is they defend each other so that they can continue to loot and those that are not corrupt they keep quiet because they fear that they will be campaigned against and lose popularity from the party and ultimately find themselves out of work. The President Cyril Ramaphosa had on several occasions talked tough on corruption but not even a single person has been arrested and prosecuted, yet the scourge of corruption continues. The continuous failure by the government and the ruling party to stamp-out corruption will not eradicate poverty, unemployment, inequality and service delivery problems, eventually the government will run dry as more and more people lose employment resulting in the shrinking of the tax base (Krsteski, 2017).

#### 2.11.4 Lack of funds

The funding of projects is the most important of all the aspects that might impact the service delivery. For service to be delivered, there should be funding's and it is this funding that make sure that the services are made available. Most municipalities in South Africa are lacking the financial resources to provide the services. The lack of funding and the ever escalating costs of infrastructure to facilitate service delivery, results in many developing countries just letting it go. The key sources of funding for the provision of the services are government taxes and revenues from the use of the services delivered and aid. Though the budgets are so small, they are compounded by inefficiencies and bottlenecks and corruption (Odaro, 2012). Corruption is one of the problem that dissipated the resources that are ear marked for service delivery resulting in poor service delivery.

## **2.12 RELATIONSHIP BETWEEN SERVICE DELIVERY AND QUALITY OF LEADERSHIP**

The lack of leadership skills and efficiencies are negatively affecting service delivery. Leadership plays a pivotal role in service delivery and the lack of effectiveness may deter the ultimate focused accelerated outcomes. Leadership plays a very crucial role in ensuring that the government's promises to the citizens are translated into practical reality (Siphumeze, 2015). When leadership competency are there, styles of leading functionaries may have own side effects on quality service delivery at much improved rate (Thabethe, 2011). Leadership is the special skill of getting the followers to follow and do things willingly which the leader would like them to do, and this does calls for special competencies, personal qualities and attitude to be able to get the followers to perform the duties (Thabethe, 2011). Strong quality leadership have the propensity to enable delivery of reformed service delivery, and have the ability to influence on the culture of the organisation and to do that the leadership needs to show quality leadership in their behaviour and in their actions. Leaders have to constantly engage the community in which they are responsibility to hear what the community needs as a service. They must have consistency which will help them to focus on the service delivery and the aspects that might crop up to hinder efficient service delivery.

Leaders must ensure that all service delivery game plans and programmes result in the attainment of the planned end results and ensure that service delivery related problems that are faced by the citizens are attended to as soon as they are brought to the attention of the leadership (Siphumeze, 2015). African countries lack the leadership credibility and this manifest itself in the countries like Zimbabwe and Swaziland where Corruption is rampart such that it has destroyed all service delivery apparatus to a level that there is no more service delivery (Siphumeze, 2015). Leadership in the aforesaid countries have effectively destroyed service delivery to a state where citizens live in abject poverty and in squalor conditions. Leadership with the right capacity are able to drive their societies to economic development. Some leaders shy away from engaging the community in decision making thinking that engaging the community is time consuming as deliberations with the community debating on the issues of what they want most and urgently. Sometimes leaders over use their power and bring services which the community didn't need just because they

have power and such actions results in the community protesting against the decision of the leader.

Community protests are a result of the failure by leadership to deliver the necessary service to the poorest of the poor, contrary to the promise of a better life for all. Local leaders are blamed for the poor service delivery because they are perceived to be part of the problem. Services like running clean water, housing and sanitation are some of the demands the residents demand from the leadership.

A citizen centred leadership is the way to go to get the public service aligned with the government priorities of service delivery. A leader should be able to direct and guide from the vision and strategies that are beneficial to the people, organisation and the followers and are there to lead and not to put their ends needs before those of the organisation. Leaders need to be exemplary of good conduct which could be modelled by the followers and should lead by the principles of effective leadership and conscious perspective (Thabethe, 2011). Leaders with deficit in integrity and other characteristics that made quality leadership in an individual are in most cases compromising delivery of the services. This is due to the fact that such leaders fail to model and earn the respect and dignity in their followers resulting in the compromise of the service delivery.

For service delivery to improve as per the plans and goals of the government, issues such as resources, incentives, staff development, job satisfaction, support and motivation by the leadership need to be prioritised. The service delivery means meeting the needs of the public and this can be attained through human capital development. In order to improve service delivery the focus must be on leaders making sure that the institutional policies, systems efficiencies and efficient infrastructure should be made available (Service Delivery Review, 2006:106). There should be accountability, ethical conduct and appropriate performance management linked to job descriptions and delegation of authority (Thabethe, 2011). The leadership has the responsibility to make sure that the recipient of services are informed and they have registered what they need delivered to them and not what the leaders want at the rate and pace acceptable.

Leadership is very critical in success and survival of any organisation, be it the government department or any other organisation and so is the service delivery. There

is good positive correlation between the good leadership and service delivery (Zvavahera, 2013). Leadership in organisations has to give orders and coordinate the work of group members and formulating interpersonal relationships with others, influencing followers towards the achievement of the set goals. Leaders, who have quality characteristics in them, can steer the organisation towards great success and the quality leadership is witnessed by the quality of results. Zvavahera (2013) stated that getting the results through others and the ability to build cohesive, goal –oriented teams is the essence of a good leader. If the leader is able to build a cohesive team which has a good vision and target, they will deliver to their mandated mission. Leadership is a skill that is aimed at achieving the organisational goals through the efforts of others. In this particular case the vision is to deliver the services to the public and if the leadership does not have the prerequisite skills and quality of leadership to sway and or influence the followers, there will be poor service delivery (Zvavahera, 2013).

Leadership plots and oversees how the rules and regulations are applied effectively and efficiently to produce the best quality service to society at the most convenient time as required (Sifuna, 2012). Leadership that is complicity and entangled in unethical issues are more likely to have the followers disorganised, disorientated and unwilling to give their best efforts in the provisions of the services and have the municipalities performing dismally in service delivery resulting in community protests. Leadership that does not have the requisite skills tend to have paralysed coordination of activities which results in poor service delivery in the area of their jurisdiction. In areas where there is poor leadership, there is poor service delivery and the groups or the employees tasked with the responsibility of driving the services to the community perform very badly against the set standards. Effective leadership is measured through quality service delivery (Zvavahera, 2013). Leaders who display values such as integrity, trust and justice become beneficial to both the organisation and service delivery in both the short term and the long run. Such leaders are very critical for improving leadership as a discipline and furthering the set goal of the organisation (Pillay, 2014). Leaders in the public sector are by nature of their positions expected to maintain a level of morality and integrity which serves the interests of the community and simultaneously showing personal responsibility and honesty.

The absence or of the leadership accountability or low accountability by leaders has a big effect on the service delivery in that leaders tend to misallocate public resources on projects they think are of value while the citizens think otherwise. Greater accountability results in better service delivery and more efficient allocation of resources to service delivery (Odaro, 2012). In the departments where there are strong accountability ethos, there is less corruption and maladministration.

### **2.13 SERVICE DELIVERY MODELS**

The service delivery models are relevant in this study in that they explain how others had overcome their problems using them and could be useful in solving the current problems that are currently being unmet. Local governments are collaborating with the non-profit making organisations and the profit organisations to deliver efficient service to the citizens. The economic efficiency produced by competition is a fundamental premise underlying the practice of government outsourcing its roles of providing the public goods to the citizens. Competition offers government agencies the potential for improved quality and reduced costs generated by market forces (Nel, 2017). The main aim for outsourcing is to correct inefficiencies by involving the market to maximise returns on the taxpayer investment, improve government performance, and elevate citizens' welfare. Non-competitive public service markets can compromise efficiency gains and contribute to contracts transaction costs, because governments' needs to find and retain vendors and exercise greater oversight given the lack of discipline instilled in competition (Sithole & Mathonsi, 2017). Public managers need to respond to competing demands from policy makers who support market based non-governmental service delivery as well as to citizen expectations of accountability and quality of service delivered which might be highly difficult to achieve in thin markets. Governments supply many public goods and services that are not efficiently produced in the private marketplace (Sandford, 2016). According to surveys conducted by International City/ County Management Association (ICMA), the percentage of municipalities experiencing inadequate vendor supply grew from 25% in 1992 to 31% in 2007 (Warner & Hefetz, 2008). Metropolitan core communities have more complex service requirements that limit the supply of private vendors, and large cities already enjoy economies of scale that can promote efficiencies in direct government delivery.

### 2.13.1 Contracting

Contracting among municipalities can create a public market or service delivery when private markets are thin (Warner 2011). Managers may pursue intergovernmental contracting to increase scale or market power and to promote regional service integration (Sanford, 2016). In terms of policy implications, when productive efficiency is the objective, full privatisation should be recommended, at least if corruption is not excessively widespread (Cavaliere & Scabrosetti, 2008). The distribution of control rights limits the capacity of politicians and bureaucrats to hunt their own private welfares.

Coproduction is another concept that has been widely used in the provision of services, it thus not only focuses on citizens' participation through the decision making or planning stage of the public service programs but also captures citizens' productive efforts in service delivery (Schoute, Budding & Gradus, 2017). Some scholars argue that the coproduction will not easy the situation for the most disadvantaged because they have very little knowledge to contribute and hence this can increase the gap (Schoute et al., 2017). In an event where private partners are wanted in the service delivery, competitive procedures for the selection of private partners must be in place.

### 2.13.2 Municipal corporations

The typical municipal departments under administrative law, are tax-financed and subject to competitive budget distributions and is entirely dependent on the preferences of local elected officials (Tavares, 2017). In our municipalities, this is the case where the politicians control and put preferences in the service delivery and project implementation. In most cases the political leaders come up with projects which the community does not need but benefits the leaders themselves. While in the opposite, the municipal corporations can be described as standalone organisations which rely on revenues derived from fees, are governed by an appointed executive board, which have independent corporate status (da Cruz, Carvalho & Marques, 2013). The municipal corporations are single purpose entities operating under either private law or public law or both. Private law has a high flexibility to enter cooperative agreements with the either the public or the private partners, in doing this, their efficiency increases as they operate like profit making organisations though they are not.

Empirical evidence from research showed that the municipal owned corporations (MOC) are more efficient in the delivery of services like refuse collection, water provision and transport services than the local bureaucracies (Voorn, Van Thiel & Van Genugten, 2017). It is concluded that MOC are a viable means for delivering some local public services for the local communities because of their abilities to initiating and managing complex contracts it is however not guaranteed that they will achieve the desired results as has been evidenced by the state owned enterprise in South Africa collapsing due to corruption. It is however found that though they are very efficient, they also have a high initial failure rates (Voorn et al., 2017). Tavares (2017) defined “Municipal Owned Corporation as single purpose public organisation, dependent on user fees with independent corporate status and governed by an executive board appointed by local government officials”. They are autonomous yet they are owned by the municipality. Extricating politics from service delivery also has advantages. Efficiency may be impaired when politicians are involved in provisions of services, who may face incentives to sacrifice efficiency for increasing re-election chances (Shleifer & Vishny, 1997).

The MOC can be jointly be owned by the public and the municipality and also shared with the private sector. This does have a drawback that may intensify the principal-agent problems, as the operator must serve multiple masters (da Cruz et al., 2013). Efficiency is improved by the introduction of private proficiency, encouragement of good management through profit incentives, risk sharing with the private sector, and limiting of opportunistic tendencies by the political body (Voorn et al., 2017). There is empirical evidence that if the MOC is employed, it is more efficient and effective than the municipality because it has the ability to attract private investors. Countries like Germany, Italy, Poland and many more employ many MOCs and research in the state of New York found that political leaders tend to see the use of the MOCs as a loss of political control and as a missed opportunity for credit claiming or as a blame avoidance strategy and again in the same research it was found that elected officials experiencing higher political competitiveness were more likely to choose public authorities to manage the service trying to ensure political stability across election periods to avoid blame in a politically charged environment (Tavares, 2017).

The most important gain of the corporatisation of local service is the potential for capturing the economies of the scales thereby achieving productive efficiency. After

the 2008 financial crisis, MOCs have been seen as the ideal option of service delivery and there is a good trend of revisiting them as a result of the adoption of the new, more stringent legislation concerning both their adoption and persistence (sunset-type legislation). Contracting out and privatisation, as radical attempts to improve efficiency of public enterprises and authorities, have been debated in detail and implemented in different public service (Garrone, Paola, Grilli Luca, Rousseau & Xavier, 2013).

Public choice recommends those measures that shield public managers from politicians who are active in serving certain interest groups rather than citizens as a whole (Garrone et al., 2013). Semi denationalisation and external directors have the prospective of decreasing management discretion, while inter-municipal joint undertakings are likely to protect municipal enterprises from political meddling. Incentives to reduce costs, and to supervise managers, are weak in public-owned enterprises.

## **2.14 CONCLUSION**

Leadership behaviour is very important as a critical factor influencing idea generation in working context. Leaders play such a paramount role because they both set the goals for followers and motivate them, influencing the manner in which followers approach and accomplish those goals. This simply says that if there is a leadership vacuum or lack of quality leadership, service delivery will be impacted heavily and negatively. The quality of leadership has got a bearing on the service delivery. It has been proven from the literature that the leadership can cripple the service delivery due to corruption, because they act unethical. Instead of putting the needs of the community, they put theirs first. The failure by the leadership to manage the followers and give them the vision, is one of the causes of poor service delivery. It is also been discovered that the leaders themselves can just decide not to deliver the services to the community because they want to stay in power for a long period.

The quality of leadership is very at the core for any successful organisation because it set the vision in motion and then the followers carry it to the desired state. If there is bad leadership, then the followers will learn and emulate that from leadership and most of the time, both followers and leadership will be occupied in other things that have a negative effect to service delivery. The resources meant for service delivery will be channelled to activities that benefits the few connected. The service delivery models

that have been discussed can also bring the situation to a more desirable state and in most cases reduce other nefarious activities that could creep to the systems. Researchers have proved that market forces if left alone are more effective in making sure that efficiency in service delivery happens. Only the best of the pack will be given the job of partnering with the local municipality, and the private partner is aware that any reduction of the level of service will result in them losing the contract. It has been discovered that the current supply chain systems in the municipality have been manipulated that the market forces are irrelevant, as there is preferential procurement which does not put efficiency, economies of scale and effectiveness into consideration but who can best reward them in their personal capacities. From the literature, it was found that the procurement systems are manipulated in such a way that the prices are highly inflated to benefit the leaders and their cronies and this act drains the municipality of the money that should be used on service delivery. Corruptions, partisans, poor leadership, the design to remain in power, lack of knowledge and wrong priorities are the main cause of poor service delivery.

Corruption is one evil action that destroys the service delivery capacity and the resources. A lot of government departments are dysfunctional due to corruption which destroys the financial resources of the government. It further creates some bottlenecks in the system, depleting the refunding systems for personal goals. Lack of funding is another cause of the poor service delivery and without enough funding service delivery becomes hindered. Maladministration is another cause of poor service delivery as has been proven in the discussion. In the coalface of all these causes of poor service delivery is the human factor which is leadership which is unethical and lacking in quality leadership. All the factors that cause poor service delivery are important and real but the human factor is behind all the factors that cause service delivery, either due to maladministration, corruption, lack of funds, you name it. Maladministration is caused by poor leadership as well as corruption. Lack of funding is caused by human factor due to poor planning and use of the resources. The next chapter will be dealing with the research methodology that has been used in the study to test the hypotheses.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 INTRODUCTION**

This chapter outlines the research methodology used in this study to provide empirical answers to the research questions. The components relevant to an empirical investigation are investigated, including the aim of the study, the population and research approach. The paradigm and data collection methods are discussed in this chapter. Further the sampling selection is also explicitly discussed. The research philosophy will also be discussed in this chapter.

The research instruments used in the study were explored and why this research method was chosen over the other methods. How collected data is going to be analysed is explained in this chapter. The sampling strategy and sample size will be discussed.

### **3.2 RESEARCH PARADIGM**

Firstly the researcher would like to explain the meaning of the term paradigm which will be used in this study. Paradigm is a way of examining social phenomena from which particular understandings of these wonders can be gained and justifications attempted. The research philosophy for this study is the Positivism. The positivism paradigm sees the world scientifically and the research is seen as the way to get the truth. They are concerned with the replicability of their research and the reliability of observations, generalizability of the findings. They use the deductive reasoning to put forward theories that they can test by means of fixed predetermined research design and objective measures (Sekaran & Bougie, 2016a). In the simplest terms, positivism is often problem-oriented in approach, concerned to provide practical solutions to practical problems. In the shortest form, this study used the deductive approach to the study to try to answer the research questions. The quantitative research design was used to get the correlation relationship of the variables of the studied research topic. This study with the positivist approach is to maintain an objective view of the results.

### **3.3 RESEARCH DESIGN**

The research design was the inclusive plan for joining the conceptual research problems to the relatable empirical research. The research design was a strategy for the gathering, measurement, and analysis of data, formed to answer the research

questions (Sekaran & Bougie, 2016b). The aim of the study was to test the correlation relationship between the leadership and service delivery. The quantitative research was used in the data collection and analysis. The study used a survey research in the form of questionnaires with Likert type questions to solicit information from the subjects. Quantitative allowed data collected from the subjects to be classified, summarised and interpreted.

The research had been done in a non-contrived environment so that the respondents were not influenced by the conditions which were by nature not natural to their everyday environment. There was minimum interference by the researcher as the questionnaires were self-administered. The unit of analysis was an individual adult in a household.

### **3.4 RESEARCH STRATEGY**

The study used the survey strategy as this allowed the collection of large amount data from a sizeable population in a highly economical way. The research was conducted as a field study using descriptive research questions so as to answer the research questions. The correlation between the leadership and service delivery was tested scientifically using the questionnaire research tools to gather quantitative data which was quantitatively analysed using descriptive and inferential statistics. The research strategy took the form of quantitative research method done in a non-contrived environment. Because the study was done in a non-contrived environment, it was therefore a field study. The reason for the field study with self-administered questionnaires was to minimise the researcher interference into the respondents' daily activities or their natural environment of which the research had little interference to the activities of the respondents. The study was a cross sectional study which could also be called one-shot study because it was done once over a period of about one month. The one-shot data collection was sufficient enough to answer the research questions for the study.

#### **3.4.1 Survey research**

The survey research allowed the collection of large data using quantitative research, using the questionnaire instruments. The quantitative research method made sure that there was a large sample size that ensured the inclusion across the population of the study reaching a diverse population with different backgrounds and experiences.

Using a survey strategy gave the researcher more control over the research process and, when sampling was used, it was possible to generate findings that were representative of the whole population at a lower cost than collecting the data for the whole population (Bernard, 2017). The researcher used the descriptive research, employing a self-administered questionnaire to a sample of 343 households. The data collected were standardised, allowing easy comparison and suggested possible reasons for particular relationships between variables which were leadership and service delivery and produced a model of these relationships. The survey strategy has a high impetus to the respondents and comparatively easy to be explained and understood.

The researcher had made it a point that the highest response rate from the respondents was achieved by constantly reminding the respondents; however the response rate depended on the respondents' view, their perceptions of the research and other conditions. The drawback was that some of the respondents needed some help in filling the questionnaire and hence the time consumption. There was mixed feeling about the research, those that had the longest period they lived in the area perceived the survey as one of those many activities that were used to disposes them of their property and this perception resulted in a number of respondents not participating. Some respondents were very difficult to find when collecting the questionnaires and resulting in a number of unreturned questionnaires and other homes are deserted. Other respondents were very enthusiastic about participating on the survey saying that the research will help them bring some most wanted solutions to poor service delivery. After explaining to those sceptical to allay their fears, that when they partook the research. This study used mono method because it uses only one method of collecting data which was the quantitative method to collect primary data.

The study was a cross-sectional study done over a period of one month, however due to some respondents' being unreachable and constantly trying to find them resulted in the field study extending beyond the scheduled one month period. Nonetheless more than 77% of the sample participated positively and had the questionnaires filled and returned. Some respondents expected something in return for their participation and these are some of those that never answered the questionnaires. There were thirteen households which were ineligible due to the fact that there were only minors which

were not catered for in the questionnaire. The nonresponse error was very minimal as there was less than nineteen (19%) non respondents and this could not affect the credibility of the results though they were not represented in the research. The external validity was satisfied as the response rate was very high.

### **3.5 RESEARCH SETTING**

The research was done in the Ntuzuma Township which is one of the black townships in the north of Durban central business district (CBD). The Ntuzuma has a number of sections that make it and among the section is the Ntuzuma G section where the study was conducted. It has one of the most unequal societies in South Africa. When one enters the area, surely sees a different world. The research was cross-sectional. The township has a total population of 3193 households or homes.

### **3.6 TARGET POPULATION**

Firstly the researcher would define the population, as referring to the entire group of people, events or objects that were of interest to the researcher and wished to interrogate (Sekaran and Bougie, 2016b). Now that the term population had been clarified in the study, the target population was the household of Ntuzuma G. There is a total population of more than 13 000 people. However the total population was not a major concern for the study but the total households from which the total population resides. The population that was of concern on the study was 3193 households that made the population of area of the study. The reason for choosing this population was due to the fact that it was highly affected by lack of service delivery.

### **3.7 SAMPLE SIZE**

Both sampling design and sample size were very critical for precision and confidence. The researcher's study should have a 95% confidence levels to be accepted as credible and reliable with a true mean of  $\pm 5$ . The acceptable error was five (5). The sample size of 343 had been used as determined in table 13.3 (page 263-264) research methods for business by Sekaran and Bougie 2016 and by the Survey systems which was online research software. The population of the study was 3193 household adults. The technique for collecting data was probability sampling method in the form of systematic. That meant that it was possible to answer research questions and to achieve objectives that required the researcher to estimate statistically the characteristics of the population from the sample.

### **3.8 SAMPLING STRATEGY**

Due to the constraint of the resources and the large number of the population, a sampling strategy had to be used and the appropriate sampling method had to be chosen. There were two methods of choosing sample size and those were probability and nonprobability sampling. With probability sampling every element of the population had an equal chance of being chosen (Bryman, 2015). The nonprobability sampling designs, the elements in the population did not have any probabilities attached to them having to be chosen as sample subjects. Nonprobability sampling had a disadvantage of the lack of generalisability (Padgett, 2016). The survey could give the researcher control over the research process and the findings generated were representative of the whole population.

The probability sampling could confidently be generalised to the population and that the research was quantitatively aligned. The probability sampling ensured the law of statistical regularity. There were two main types of the probability sampling methods, namely unrestricted or simple random sampling and the second method was the restricted or complex probability sampling (Venkatesh et al., 2013). The probability sampling method was used for this study. A systematic sampling which is a restricted or complex probability sampling was used to sample the size to answer the questions for the study. The sampling unit was the household adult of Ntuzuma G, and the sampling frame was municipal rates account list. The adults of the households were chosen whereby probability sampling was used to pick up those who constituted the subjects. To pick up the participants on the population, the researcher picked every 9<sup>th</sup> household to make up the sample size of 343 using systematic sampling.

### **3.9 DATA COLLECTION INSTRUMENTS**

The data collection was done using the survey in the form of the questionnaire. The survey was associated with deductive approach. There were two types of data, namely primary data and secondary data. The research had mostly used primary data, which was collected by the researcher in the form of questionnaires that were self-administered and hand delivered to the subjects, at their homes. The survey did allow for the collection of quantitative data which was analysed quantitatively using descriptive and inferential statistics. The collection of the questionnaire was very important, as the data collected was very vital and made sure that the results were true and the reflection of the research. The respondents answered the questions by a

way of choosing the best option on Likert type ratings (Hair, 2015). The questionnaire had structured questions which were closed ended. The questionnaire was divided into sections with some sections dealing with a different variable to answer the research questions and to be precise there were five sections each designed to answer one research question. Section “A” was asking the questions about the leadership quality. The next section was asking questions about how the leadership impact on the service delivery.

Section C was asking questions about service delivery quality and the last sections was asking questions about improving service delivery. In the study the researcher chose a survey questionnaire as the appropriate instrument for collecting data. The study used questionnaires to gather descriptive quantitative data from 343 respondents from Ntuzuma G Township. The other reason for choosing the questionnaire was that it was more economical to administer especially in such a large sample. The questionnaire was also less time consuming than other instruments. The self-administered questionnaire did have an advantage of eliminating the researcher bias as the respondents filled in the questionnaire at their leisure time in the absence of the researcher. The participants were expected to spend less than ten minutes in responding to the questions. The questionnaire had twenty two questions. There were two questions that required the demographics about the ages and gender of the respondent.

The questionnaires were sent out from the beginning of May 2018 and ran into the early week of June 2018 due to the slow response rate. Some respondents just took the questionnaire and kept it in their shelves and only remembered it when the researcher went to collect and that’s when the respondent promise to have time to look on it and promised to do it the next day. Some respondents kept their promise and never been reminded as they called to have the questionnaire picked up. That was different with other respondents as they were reminded more than five times. The demographic and age of the respondents were also required to test how the different age groups and gender responded to the questionnaire. The response rate was fairly large just more than seventy seven percent responded.

According Sekaran & Bougie (2016) and the survey systems software, a sample size for a population of 3193 is 343. The sample size of three hundred and forty three with

a confidence level of 95% and margin of error of five percent (5%) was acceptable to draw generalizable conclusion about the given population. A list printed from the revenues office obtained from the municipality was used as a sampling frame for the study. During the data collection, it was discovered that some homes were no longer habituated and some were headed by minors which were not provisioned for on the questionnaire. The homes headed by minors were regarded as ineligible for the survey and there were seventeen (17) of them. There were also some homes where the inhabitants were unreachable and this segment amounted to thirty eight (38) and the blanks which amounted to twenty three (23) which were returned unfilled. The researcher had to adjust the sample size to reflect the scenario so that the analysis can be done on the active respondents. That was also done to reduce nonresponse bias which could have resulted due to the nonresponse as this part of the population cannot be represented. Because the nonresponding sample could have probable acted differently (Saunders, 2011).

$$\begin{aligned}
 \text{Active response rate} &= \frac{\text{Total number of responder rate}}{\text{Total number of sample} - (\text{Ineligible} + \text{Unreachable})} \\
 &= \frac{265}{343 - (17 + 61)} \\
 &= 100\%
 \end{aligned}$$

The new sample size having excluded the ineligible and the unreachable was 265 and the response rate for this sample was 100%.

### **3.10 TESTING THE RELIABILITY AND VALIDITY OF THE DATA**

#### **3.10.1 Reliability of data**

Testing the reliability of the data means the extent in which the data collection techniques and analysis would give the same results or be consistent when performed several times. The Cronbach's alpha was used as it was a reliability coefficient that indicated how well the items in a set were positively correlated to one another (Sekaran & Bougie, 2016a).

#### **3.10.2 Validity of data**

Validity was concerned with the findings whether they were really reflecting on what it was really what they indicated. That could be explained differently like, was a measurement to the extent to which the instrument measures that which it was

designed to measure. The researcher's question statement, questions and objectives of the study be measured against the findings of the study (Creswell & Creswell, 2017). It was the extent to which observation accurately recorded the behaviour in which the researcher intended (Sekaran & Bougie, 2016b). The research design was based on the flow of logic and a number of assumptions, which all stood up to the finest scrutiny.

### **3.11 DATA ANALYSIS**

After the completed questionnaire had been collected, the filled questionnaires were checked for some errors and omission and any other mistakes for which could have happened in the questionnaire filling. The data was put into a computer spread sheet which was SPSS version 25. From the SPSS data view spreadsheet, it was analysed. Hypothesis was tested using the appropriate statistical analysis like the Pearson correlation. Correlation analysis was done to determine the relationship between the two variables and the scatter plots were used to show the relationship.

### **3.12 BIAS**

The research was free from any bias; however there could be a bias when the respondent misrepresented the facts in order to influence the findings of the survey in their favour. The respondents could have been biased in their answers if the questions were not clear. The questions were clear and simple to answer, and were unbiased. The researcher had used simple language which could easily be understood by the respondents. To rid the biasness the researcher had also employed the closed ended questions where the respondents were to elect the responses they felt suit the question and that type of questions helped the respondents to make quick decisions. The self-administered questionnaires also helped to rid researcher bias as there was no face to face interview and the respondents do it at their homes in the absence of the researcher. The researcher had avoided the double barrelled questions to rid the biasness. Ambiguous questions were avoided and recall-dependent questions were also left out of the questionnaire to avoid bias. Leading questions and loaded questions were avoided to avoid bias. The questionnaire was free from any questions that appeared or seemed to be influencing biasness. The researcher had never deliberately attempted to either hide the findings or highlighted something disproportionately to its true existence. The researcher had constantly reminded the respondents to respond in order to get the highest response rate possible so as to avoid response bias.

### **3.13 ETHICAL CONSIDERATIONS**

The researcher respected the rights of the respondents and never subjected the respondents to harm, embarrassment, or any other material disadvantage. The respondent had volunteered and could have withdrawn at any time during the process of filling in the questionnaire. All the people involved in the research project including sponsors acted in good faith, observed and respected the outcome of the research. The researcher behaved in a professional manner and personal ego was eliminated. All protocols of ethics were observed and respected all the time throughout the research. The research was designed methodologically sound and morally defending the subjects. The study took the deontological philosophical view that believed that the ends served by the research could never justify the use of research which was unethical (Saunders, 2011).

The researcher having adopted the above view had never used deception to obtain research data and or any other unethical means to solicit data. The researcher had always considered ethical issues throughout the research and remained sensitive to the impact the research could have to those who participated in the project. Lastly the researcher had stuck to the code of ethics provided by the University to avoid transgressing it into using unethical means. The participants were issued with informed consent that did explain their rights before, during and after taking part in the research.

### **3.14 CONCLUSION**

This chapter has presented the research paradigm, philosophy, design and the methods used in the study. The reason why the methods used were chosen and how compatible they were to the research. A descriptive method was used to answer the research questions and how the data would be analysed. The population size and the sample size were explained and how the sample size was picked and why the sample size was what it was. All the procedures were put in motion to make sure that the end result became credible. The research instruments and the questionnaire design were also discussed and how the bias was eliminated. The validity and reliability of the data explained in the chapter. The chapter that followed dealt with the data analysis and testing of the hypotheses.

## CHAPTER FOUR: PRESENTATION OF THE RESULTS

### 4.1 INTRODUCTION

This chapter presents and discusses the results obtained from the study. It presents and interprets the data collected from the respondents. The study used the quantitative research methodology and data collected was analysed using statistical package for social sciences (SPSS) version 25. It gave meaning to the data obtained. The interpretation of the data by the researcher leads to the conclusion of the study and whether the results reflected the intended objectives of the study or not. The respondents for this study were the residents of Ntuzuma G Township. The main objective of the study was to investigate the relationship between service delivery and the quality of leadership in the perspective of the residents. The SPSS was used to analyse the responses and the results were presented in either tables; graphs, or figures and other ways like narratives. Descriptive statistics was be used to analyse the data that had been processed.

### 4.2 DESCRIPTIVE FREQUENCY STATISTICS FOR RESIDENTS OF NTUZUMA G

This section presents the descriptive frequency statistics and the demographic information for the participants.

#### 4.2.1 Reliability

The reliability and validity were the most important ways of measuring the reliability and consistency of the scales. The reliability measure indicated to what extent the scales could go without any errors and bias. The measure ensured consistence of measurement across various items in the instrument and time. The reliability coefficient of 0.7 and higher were acceptable (Sekaran & Bougie, 2016b). Below are case processing summary Table 2 and reliability statistics Table 3.

*Table 2. Case processing summary*

	N	%
Cases	252	95.1
Excluded	13	4.9
Total	265	100.0

The table above table 2 summaries the cases that are processed. It therefore shows that of the sample of two hundred and sixty five (265), thirteen were excluded due to missing either to system error or decided not to take part in the survey and two hundred and fifty two (252) were processed. These make a 95.1% of the total sample and those that decided not to answer particular questions make up a 4.9% of the total sample. The table 3 below, show the reliability coefficient. The measure scale was a reliable and consistent as the Cronbach alpha is above 0.7. There was one question deleted that affected the Cronbach alpha as with it the Cronbach alpha was .697 which was not as acceptable as the Cronbach alpha that is above 0.7.

*Table 3. Reliability statistics*

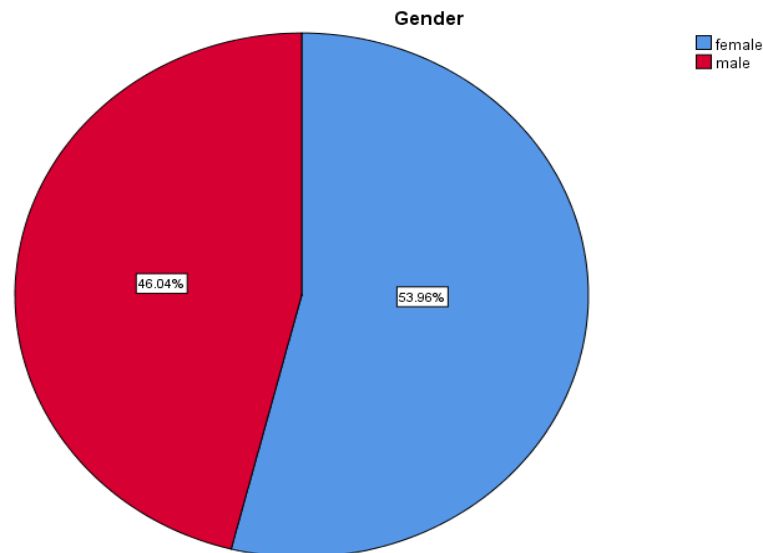
Cronbach's Alpha	N of Items
.709	21

From the table 3 above, the Cronbach alpha of .709 was obtained after eliminating one question, this is an acceptable value and it is consistent for the study.

#### 4.2.2 The participants

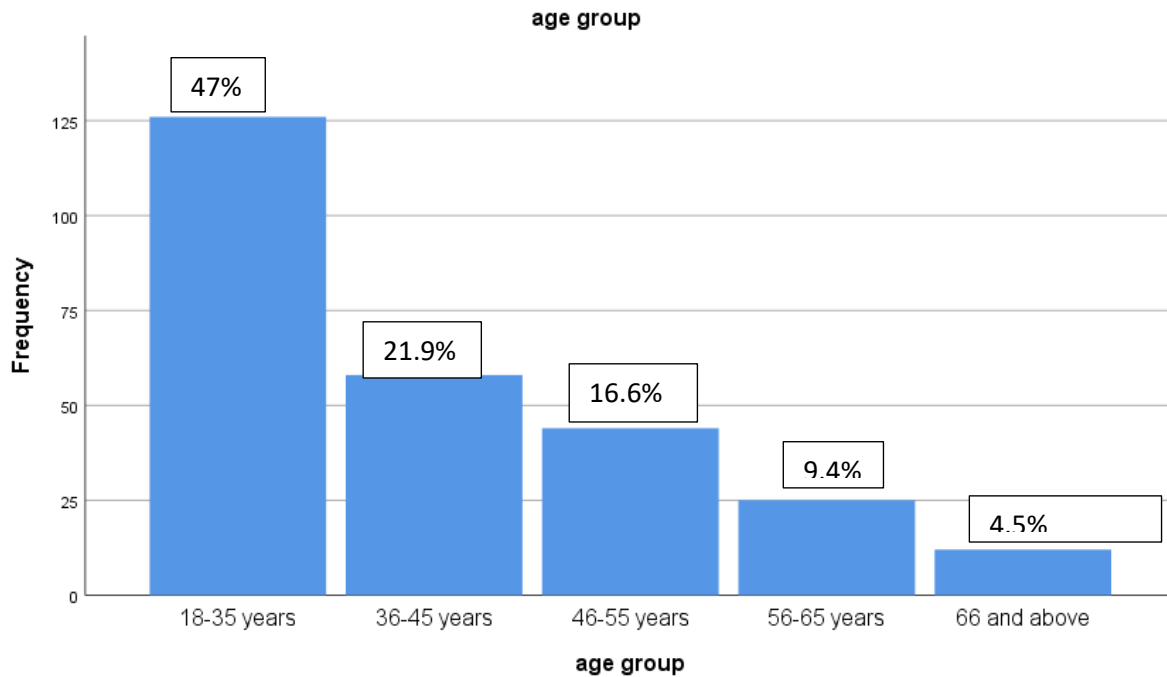
The participants were asked to fill in their demographic information in the questionnaire. The information that was required was simple and involving age and gender. In the age there was not the exact age but the age group in which the respondents belonged to. This was to make sure that the participants do not expose

their real age as some though they are anonymous but there are those who might think otherwise. The figure 2 below displays the frequency of the two genders that participated in the survey.



*Figure 2. Gender frequency distribution*

The figure 2 shows that of the total of two hundred and sixty five respondents (265), one hundred and forty three (143) were female representing the majority which is 54%. It is possible that there are many women in the area of the study than men and this reflected the national ratio of women to men. The figure 3 bar chart below shows that the majority of the respondents on both genders were between the ages of 18 years and 45 years.



*Figure 3. Age Group frequency distribution*

The age group 18-35 has more participants than any other age group, followed by the 36-45 years age group. The age group 18-35 years had 125 cases who participated followed by the age group 36-45 years had 58 cases participating, while the 46-55 had 44 cases participating. The remaining groups 56-65 and 66 and above had 25 and 12 cases respectively. The older the respondents get, they tend to be reluctant to participate in the survey or it is just a true reflection of the national demographics where there is more young population than the old population. Another reason for their not being participating on the survey, could be attributed to the fact that they need reading glasses which some respondents didn't have hence they gave the younger people to fill in the questionnaire as they did not need the reading glasses in most cases. It was noted that they did not have different views from the younger generation because they also live and get affected the same way the younger generation got affected by poor service delivery. Figure 3 also shows that all generations that could have participated in the research had representation in the survey, though at different percentages.

### **4.3 PRESENTATION OF RESULTS**

There were twenty two (22) questions, of which fifteen (15) questions were a five point Likert Scale administered to test the effect of the independent variable on the dependent variable. The remaining questions which were seven in total were

dichotomous questions with a Yes/No response. The Likert scale questions ranged from 1- strongly disagree, 2 disagree, 3- uncertain, 4- agree and 5- strongly agree. Section “A” had a total score of 30 and a minimum score of 6. The score of 24 and above represented that the leadership is either good or very good while that which is below the score of 24 meant that the leadership quality was either bad or very bad. The section “B” which dealt with the quality of service delivery had a total score of 25 and that meant that the service that was rated 20 and above was considered either good or very good and anything below 20 was considered either bad or very bad.

The tables that follow represented the frequency distribution of each statement tested. The table 4 depicts the distribution frequency for the statement which forms the heading of the table.

#### 4.3.1 Leadership Quality

This section of the questionnaire was testing the quality of leadership in the area of the study. The questionnaire had six questions that were asked which were Likert type items. Each statement was tested individually and the results were displayed in the tables that will follow showing the frequency distribution for each statement.

*Table 4. Leadership accountability*

Possible responses	Frequency	Percent	Cumulative Percent
Very unaccountable	108	40.8	41.4
unaccountable	61	23.0	64.6
Unsure	64	24.2	89.0
accountable	17	6.4	95.4
Very accountable	12	4.5	100.0
Total	265	100.0	

The table 4 shows that 89% of the respondents disapproved the accountability of their leaders. The participants believed their leaders were not accountable and that meant that the leaders have failed to have one of the characteristics that constitutes quality in the leaders.

The table 5 shows the distribution of the statement that tested the honesty of their leaders.

*Table 5. Leadership honesty*

Possible responses	Frequency	Percent	Cumulative Percent
Very dishonest	110	41.5	42.2
Just dishonest	59	22.3	64.6
Unsure	64	24.2	89.0
Honest	20	7.5	96.6
Very Honest	9	3.4	100.0
Total	265	100.0	

The table 5 depicts that two hundred and thirty three (233) of the respondents fell in the portion that has negative perception for the honesty of the leaders. The participants had the feeling that their leaders were not honest and as such failed the test of leadership quality.

The table 6 displays the frequency distribution for the statement that tested ethical behaviour in leaders.

*Table 6. Leadership ethical*

Possible responses	Frequency	Percent	Cumulative Percent
Strongly disagree	86	32.5	33.1
Disagree	86	32.5	65.8
Unsure	57	21.5	87.5
Agree	27	10.2	97.7
Strongly agree	6	2.3	100.0
Total	265	100.0	

The table 6 shows that the majority of the respondents did say their leaders are not ethical and the population makes 87.5% of the total respondents. They rejected their leadership as being unethical and lacks the quality of leadership.

The table 7 that follows shows the distribution frequency for the statement that tested network governance.

*Table 7. Network governance*

Possible responses	Frequency	Percent	Cumulative Percent
Strongly disagree	91	34.3	35.2
Disagree	85	32.1	67.8
Unsure	64	24.2	92.3
Agree	15	5.7	98.1
Strongly agree	5	1.9	100.0
Total	265	100.0	

The table 7 shows that more respondents are distributed from the unsure towards to the strongly disagree. The participants believed that their leaders did not exercise the network governance and therefore no integration among the stakeholders and sometimes the stakeholders do not even know about the plans and actions of the leaders were. The table 8 below shows the frequency distribution for the statement that measured the reliability of the leaders.

*Table 8. Leadership reliability*

Possible responses	Frequency	Percent	Cumulative Percent
worst	68	25.7	26.5
worse	35	13.2	40.0
bad	121	45.7	86.5
good	31	11.7	98.5
excellent	4	1.5	100.0
Total	265	100.0	

The response **bad** (n=121) has the highest frequency distribution and the response **excellent** (n=4) has the least frequency distribution. This again is another frequency distribution of the construct and the participants rejected their leadership as very unreliable. The respondents were asked how they rated their leaders' integrity and the table 9 shows how they responded.

*Table 9. Leadership integrity*

Possible responses	Frequency	Percent	Cumulative Percent
Poor	132	49.8	51.4
Below average	71	26.8	78.8
Average	38	14.3	93.4
Above average	10	3.8	97.3
Excellent	7	2.6	100.0
Total	265	100.0	

Table 9 shows that the most popular response is **poor** (n=132) and **excellent** (n=7) being the least popular. The participants rejected their leaders as being poor and failing the test of quality leadership.

#### 4.3.2 Overall score frequency distribution

Table 10; below presents section A of the questionnaire. This dealt with the leadership quality. The table depicts how the respondents scored in relation to the maximum score of thirty (30) which measure the quality of leadership. The leadership quality was measured using six questions or statements, which are related to ethical, Integrity, Honesty, accountability, Reliability and network governance. All the six questions and the variable they represented were discussed on the previous sections of the chapter. The respondents showed a negative perception by rejecting the positive statement and choosing the negative response. The table 10 does show that though the majority rejected the leadership quality, there were however a few that believed the leaders in their area had good quality of leadership and deserved to be called good leaders and fit for the tasks, however, because the majority rejected it therefore means the leadership quality is very poor. Most respondents either strongly disagreed or just disagreed with the statement about the quality of leadership they have. From the analysis, more than 97.7% disapproved the quality of leadership while 2.3% did approve the leadership quality of their leaders. It was very popular that the leadership quality of the leaders is very poor.

Table 10. Leadership quality overall score

Overall scores	Frequency	Percent	Cumulative Percent
3.00	1	.4	.4
6.00	32	12.2	12.5
7.00	16	6.1	18.6
8.00	27	10.3	28.9
9.00	14	5.3	34.2
10.00	7	2.7	36.9
11.00	17	6.5	43.3
12.00	16	6.1	49.4
13.00	17	6.5	55.9
14.00	30	11.4	67.3
15.00	15	5.7	73.0
16.00	12	4.6	77.6
17.00	20	7.6	85.2
18.00	6	2.3	87.5
19.00	7	2.7	90.1
20.00	10	3.8	93.9
21.00	2	.8	94.7
22.00	6	2.3	97.0
23.00	2	.8	97.7
24.00	2	.8	98.5
25.00	2	.8	99.2
27.00	2	.8	100.0
Total	263	100.0	

From the table 10 above, there were very few respondents that scored the leadership as good. The majority of the respondents which total 97.7% rejected the leadership quality as not good nor very good. In short the leadership quality of the leaders in the area of the study is therefore has not quality that are deemed as desirable and fit for leadership. Therefore the overall frequency distribution for leadership quality

(n=97.7%) showed that the leadership is bad and was rejected by the participants as such.

### 4.3.3 Quality of Service delivery

The service delivery was measured on a Likert type items. The questionnaire had five questions that related to the service delivery and the quality of the service. The five tested variables included water delivery, sanitation, refuse removal, roads, and streets. These variables altogether make the service delivery quality that was analysed statistically to how good it is. The frequency distribution of the different statement will be analysed and displayed in the tables that will follow in this section. All the five statements will be individualised and displayed and there after an overall score will be displayed and analysed to test the overall quality of service.

*Table 11. Sanitation quality*

Possible responses	Frequency	Percent	Cumulative Percent
Strongly disagree	102	38.5	39.3
disagree	84	31.7	71.4
uncertain	31	11.7	83.2
agree	36	13.6	96.9
Strongly agree	8	3.0	100.0
Total	265	100.0	

The table 11 shows that the response **poor** (n=102) is the most popular while **strongly agree** (n=7) is the least popular choice. The participants strongly feel that the sanitation in their area is very bad because they strongly disagreed with statement. The respondents were given a positive statement that had Likert type responses and their responses were represented on table 12.

*Table 12. Universal water access*

Possible responses	Frequency	Percent	Cumulative Percent
Strongly disagree	65	24.5	25.3
disagree	93	35.1	60.9
uncertain	30	11.3	72.4
agree	43	16.2	88.9
Strongly agree	27	10.2	99.2
Total	265	100.0	

The table 12 shows that at 60.9% of all the respondents disagreed with the statement which means they at least disagree and the values that precede it are strongly disagree. The participants had rejected that they all have running water in their yards. The analysis showed that there are some other homes within the same society that have running water in their yards.

The next table 13 depicts the results of the statement that tested the roads as being well maintained and it shows how the respondents responded.

*Table 13. Roads quality*

Possible responses	Frequency	Percent	Cumulative Percent
Strongly disagree	90	34.0	34.7
disagree	75	28.3	63.4
Uncertain	56	21.1	84.7
agree	29	10.9	95.8
Strongly agree	11	4.2	100.0
Total	265	100.0	

The table 13 shows that a large number of the respondents selected **strongly disagree** (n=90) and followed by those who **disagree** (n=75). These two responses both represented the negative side of the construct and therefore the respondents rejected that the roads and streets in their area are well maintained for better mobility.

The table 14 shows how the respondents responded to the statement that was tested and the statement was, *all streets in your area are named and have signs written on.*

*Table 14. Roads and streets named*

Possible responses	Frequency	Percent	Cumulative Percent
Strongly disagree	50	18.9	19.9
disagree	77	29.1	49.4
Uncertain	52	19.6	69.3
agree	51	19.2	88.9
Strongly agree	28	10.6	99.6
Total	265	100.0	

The table 14 shows that most of the responses are roughly equal in popularity ranging from (n between 50 and 52) except for the two responses which are disagree (n=77)

and strongly agree (n=28). The area has some section that is well serviced and is residents to the elite and it is possible that those who strongly agreed with the statement are from this section.

The next table 15 depicts how the respondents responded to the statement that was tested.

*Table 15. Garbage removal at gate*

Possible responses	Frequency	Percent	Cumulative Percent
Strongly disagree	76	28.7	29.5
Disagree	86	32.5	62.5
Uncertain	24	9.1	71.6
Agree	38	14.3	86.2
Strongly agree	36	13.6	100.0
Total	265	100.0	

The table 15 shows that a large number of respondents selected disagree with a cumulated percentage of 62.5% and the preceding response was strongly disagree (n=76) and the rest almost being equal popular (n between 24 and 38). The participants believed that refuse is not picked at the gate and this could be due to the fact that the participants rejected that their roads and streets are well maintained and therefore the roads and streets are not drivable on. The table 16 shows the overall quality of service delivery.

Table 16. Overall frequency distribution -quality of services

Overall scores	Frequency	Percent	Cumulative Percent
5.00	26	9.8	10.4
6.00	4	1.5	11.9
7.00	11	4.2	16.2
8.00	11	4.2	20.4
9.00	16	6.0	26.5
10.00	44	16.6	43.5
11.00	23	8.7	52.3
12.00	14	5.3	57.7
13.00	19	7.2	65.0
14.00	16	6.0	71.2
15.00	18	6.8	78.1
16.00	11	4.2	82.3
17.00	11	4.2	86.5
18.00	11	4.2	90.8
19.00	7	2.6	93.5
20.00	4	1.5	95.0
21.00	3	1.1	96.2
22.00	3	1.1	97.3
23.00	2	.8	98.1
24.00	3	1.1	99.2
25.00	2	.8	100.0
Total	265	100.0	

For the service to be regarded as good, it must have a score more than twenty (20) otherwise it is not good. If it is twenty or more it is either regarded as good or very good. The table 16 shows that the large percentage of the respondents which to be precise 93.5% rejected the service delivery as good but said the service was bad. Though the majority rejected the service delivery opting to say it was bad, there were six and a half who did say the service delivery was good, taking into consideration that there were 93.5% respondents who rejected service delivery saying it was bad indeed

it is. Table 16 shows the overall scores of all the statements that were tested and it indeed satisfy what the individual statement pointed.

#### 4.3.4 The relationship between Quality of leadership and service delivery

The relationship of the quality of leadership and service delivery quality was tested on using a Pearson correlations and scatter graph to find out if there was any relation between the two variables. The table 9 shows the results of the analysis from a Pearson correlation (r).

Table 17. Pearson correlation

<b>Correlations</b>		Quality of leadership	Service delivery quality
Quality of leadership	Pearson Correlation	1	.498**
	Sig. (2-tailed)		.000
	N	256	255
Service delivery quality	Pearson Correlation	.498**	1
	Sig. (2-tailed)	.000	
	N	255	260
**. Correlation is significant at the 0.01 level (2-tailed).			

From the table 17; The Pearson correlation of the relationship between the quality of leadership and the service delivery is .498 which could be rounded off resulting in the  $r = 0.5$  which is fairly good.  $r = 0.5$  which is a positive relationship between the quality of leadership and service delivery quality. A significant relationship between the leadership quality and service delivery was found ( $p < 0.01$ ). The p value of the study was less than 0.000 which could be stated as 0.001 for simplicity and clarity purposes. The correlation coefficients have a probability (p-value), which shows the probability that the relationship between the quality of leadership and service delivery is significant, null hypotheses rejected and there is relationship. Strong correlations have low p-values because the probability that they have no relationship is very low. The

sig (2 tailed) is also proof that there is some relationship and hence the null hypotheses rejected. It could also be explained in the scatterplot form as it will be in the following figure 5. The leadership quality is on the horizontal or x-axis as it is the independent variable and the service delivery is on the vertical or the y-axis which representing the dependent variable.

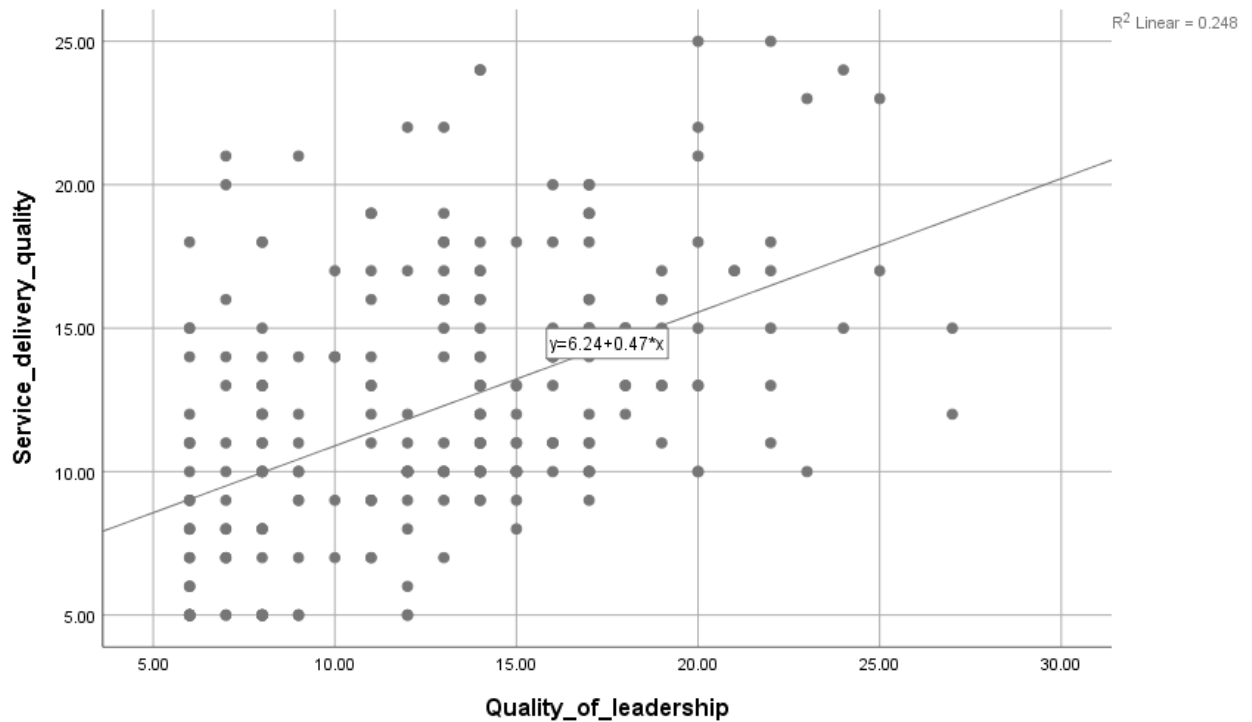


Figure 4. Correlations between the constructs

R is always a number between -1 and 1.  $r>0$  indicates a positive relationship while  $r<0$  indicates a negative relationship. Values of  $r$  near 0 indicate a very weak linear relationship while the strength of the relationship increases as the values of  $r$  moves away from the 0 toward either -1 or 1. To understand the relationship to be discussed the researcher gave the rule of how the correlation relations are.

<u>Absolute r Value</u>	<u>Strength of relationship</u>
$r<0.3$	None or very weak
$0.3<r<0.5$	Weak
$0.5<r<0.7$	Moderate
$r>0.7$	Strong

From the criteria that explains how to interpret the scatter plot, the value of  $r$  in this case ( $r=0.5$ ) indicated that there is a positive, linear relationship of moderate strength between the leadership quality and service delivery. The shape is linear but with dots not closer enough to make a clear linear shape and thus it is of moderate strength. If the dots come closer and make a very clear linear shape, it will be meaning a strong relationship which is positive in this case. It should be noted that it is linear relationship because as one variable increases, the other variable increases by the same margin the reverse is also true when it decreases. Each dot on the graph represents a case. Analysing the graph, when the leadership quality increases so is the service delivery scores increase. Those that felt had the best service delivery are right at the top while those who felt the other way are at the bottom. The leadership quality that is assumed to be good is on the far right with the corresponding service delivery dot at the top right. Very few dots are found where the leadership is good.

#### 4.3.5 Causes of poor service delivery in Ntuzuma G

This section of the survey focused on the poor service delivery causes in the area of the study which is Ntuzuma G. Four of the questions were based on multiple choice questions with five options to choose from which are in nowhere related to each other. The participants were to choose the option that best represents their feelings. Each question in the section was represented by different options or answers to choose from. The last question was a dichotomous question with a yes/no answer to choose from, where yes was represented by a zero (0) and no with a one (1). The frequency distribution of the different individual statement shall be represented and analysed on the individual tables that follows. The frequency distribution was depicted on the table 18.

*Table 18. Responsibility for good services*

Possible responses	Frequency	Percent	Cumulative Percent
Yes	83	31.3	31.7
No	179	67.5	100.0
Total	265	100.0	

There was a great popularity in the No (n=179) as the best choice for the respondents. The participants did believe that their leaders are and not responsible for good service in their area. It is their responsibility to deliver but they do not do it.

The table 19 depicts the responses by the respondents on the question that was testing who is responsible for bringing the services to the community.

*Table 19. Leadership's responsibility*

Possible response	Frequency	Percent	Cumulative Percent
Yes	62	23.4	23.7
No	200	75.5	100.0
Total	265	100.0	

There is large frequency distribution on the No (n=200) as the possible answer to the question. The participants believed that are not responsible for delivering as their area as poor services while their leaders are there.

The next table 20 depicts the how the responses are distributed.

*Table 20. Services promptly delivered*

Possible responses	Frequency	Percent	Cumulative Percent
Yes	32	12.1	12.2
No	230	86.8	100.0
Total	265	100.0	

The respondents were asked if the leaders in their area when requested bring the services in the expected time frame, and they could response by either choosing a **Yes** or **no** answer. The **No** (n=230) as the answer was more popular among the respondents. The leaders if when requested by the community they are supposed to be serving, they do not bring the services.

The table 21 shows how the respondents chose their response.

*Table 21. Leadership's response on request*

Possible responses	Frequency	Percent	Cumulative Percent
Yes	22	8.3	8.5
No	235	88.7	99.6
Total	265	100.0	

The participants were asked to tell if the leaders bring the services promptly without delay and the popularity of their responses was No (n=235). This means that leaders are not doing what they should be doing to the community.

The table 16 depicts what response was popular with the participants.

*Table 22. Leadership's reliability to deliver*

	Frequency	Percent	Cumulative Percent
Yes	25	9.4	9.5
No	237	89.4	100.0
Total	265	100.0	

The participants were asked if their leaders always deliver the services as wanted by the community and the popular response was **No** (n=237). The table 23 that follow shows how the participants reacted to the statement that was put forward for them to choose the best response that reflect their situation.

*Table 23. Leadership's efficiency on delivery*

Possible responses	Frequency	Percent	Cumulative Percent
Yes	19	7.2	7.3
No	243	91.7	100.0
Total	265	100.0	

The participants were given the statement that they needed to choose the response that reflect their situation and the most popular response was **No** (n=243). The results of the responses show that the participants rejected the leadership as not helping their situation and or bring the services to a better level of delivery.

#### **4.3.6 The role of leadership on poor service delivery**

Section of the questionnaire had six questions of which five were multiple choice and the sixth was a dichotomous. The next table 24 depicts how the cases responded to the multiple choice questions that were aimed to probe the role of leadership on poor service delivery.

*Table 24. Who causes poor service delivery?*

Possible responses	Frequency	Percent	Cumulative Percent
Funds	9	3.4	3.8
municipal workers on strike	12	4.5	8.4
Lazy employees	63	23.8	32.6
Shortage of working tools	5	1.9	34.5
Bad leadership	171	64.5	100.0
Total	265	100.0	

The table 24 shows the most popular response is bad leadership (n=171) and the least popular response is the shortage of tools (n=5). The next table 25 below shows how the different responses fared among each other.

*Table 25. Whose responsibility to make sure delivery happen*

Possible responses	Frequency	Percent	Cumulative Percent
The general employees	11	4.2	4.6
The community	30	11.3	16.1
Uncertain	22	8.3	24.5
Contractors	2	.8	25.3
Leaders	195	73.6	100.0
Total	265	100.0	

The table 25 shows that the most popular response from the respondents is leaders (n=195) and the least popular being contractors (n=2). The next table 26 shows how popular are the different responses for the statement.

*Table 26. Who the community report to when they need services*

Possible responses	Frequency	Percent	Cumulative Percent
Municipal employees	17	6.4	6.9
contractors	4	1.5	8.4
The community	14	5.3	13.8
Uncertain	17	6.4	20.3
Leaders	208	78.5	100.0
Total	265	100.0	

The most popular among the cases is the leaders (n=208) and the least popular Contractors (n=4). The table 27 shows how the cases chose their answer for the question that was asked.

*Table 27. Who to supervise service delivery*

Possible responses	Frequency	Percent	Cumulative Percent
Pastors	3	1.1	1.5
Contractors	3	1.1	2.7
Anyone	11	4.2	6.9
Community	23	8.7	15.7
Leaders	220	83.0	100.0
Total	265	100.0	

The most popular response for the question asked was leaders (n=220) with the least popular responses were pastors and contractors both (n=3). The participants believed that it is the responsibility of the leaders to bring services to the community but they do not do it nonetheless. The next table 28 shows the responses to the dichotomous question and how they participants responded to it.

*Table 28. Is service delivery happening without leadership?*

Possible responses	Frequency	Percent	Cumulative Percent
Yes	51	19.2	19.2
No	207	78.1	99.2
Total	265	100.0	

The table 28 shows that the most popular response was No (n-207). The respondent do believe that without any leadership there cannot be any service delivery

#### **4.4. CORRELATIONS BETWEEN THE DIFFERENT CONSTRUCTS OF LEADERSHIP AND SERVICE DELIVERY.**

The study measured the four constructs of leadership quality and service delivery quality. A Pearson’s correlation coefficient was used to determine the relationship between these constructs. According to Pearson Correlation Test, it is observed that there is a significant correlation between all the constructs. The results of this statistical technique are illustrated in table 29 below.

Table 29. Correlations between the four Constructs measured.

		Leadership quality	Service Delivery Quality	Leadership and service delivery	Causes of poor service
Leadership quality	Pearson Correlation	1	.492**	-.332**	.311**
	Sig. (2-tailed)		.000	.000	.000
	N	263	261	260	259
Service delivery Quality	Pearson Correlation	.492**	1	-.377**	.224**
	Sig. (2-tailed)	.000		.000	.000
	N	261	262	261	258
Leadership and service delivery	Pearson Correlation	-.332**	-.377**	1	-.339**
	Sig. (2-tailed)	.000	.000		.000
	N	260	261	262	259
Causes of poor service	Pearson Correlation	.311**	.224**	-.339**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	259	258	259	260

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

#### 4.5 CHAPTER CONCLUSION

This section summaries the chapter, citing how the data was analysed throughout the chapter. The analysis was done on all varies to test basically four constructs. All the twenty two variable were tested through frequency distribution. The Cronbach's Alpha was done and the results was within acceptable limits. The different constructs' Pearson' Correlations were tested and the results were displayed in the table forms. The analysis was done using descriptive statistical techniques. The presentation were done using tables and figures. This chapter has arranged and discussed the various results of the study which were statistically analysed using the statistical techniques. The results of the study were analysed according to the demographics, and the different constructs under different subtopics to be answered. The leadership quality, service delivery quality, relationship between leadership and service delivery and the causes of poor service delivery, were analysed statistically. The simple descriptive statistics and Pearson correlations were used. The findings of the statistical analysis and the recommendations will be discussed in the following chapter. They will be laid out to show whether the research questions and objectives are satisfied. A thorough

comparison with the previous studies by others and how the findings differ from those that were found by other researchers. The results of the analysis did conform to those of the literature review.

## **CHAPTER FIVE: DISCUSSION, RECOMMENDATION AND CONCLUSION**

### **5.1 INTRODUCTION**

This chapter discusses the results in accordance with the research objectives set out in chapter one. The results will be interpreted in accordance and guidance of the literature review done in chapter two of the study. The interpretation and discussion and comparison and contrasting will be in line with the research done on the same topic on previous research or studies. The purpose of this chapter is to make meaningful inferences about the areas for development and areas of proficiency in leadership. The results will be translated to see if the research questions and objectives have been met

### **5.2 RESEARCH OBJECTIVES.**

The purpose of this research is to measure the leadership quality and service delivery relationship based on the community perception. The study aimed at answering five research objectives which are listed below:

1. The investigate the leadership quality of Ntuzuma G through the perspective of the citizens
2. To determine the quality of service delivery in Ntuzuma G.
3. To investigate the relationship between leadership and poor service delivery in Ntuzuma G
4. To identify the cause of poor service delivery in Ntuzuma G Township
5. To identify ways of improving service delivery in Ntuzuma G Township

Each of the research objectives will be discussed in the remainder of the chapter, and whether they have been satisfied or not.

### **5.3 LEADERSHIP QUALITY**

The leadership quality was tested and it was found that the leadership quality was not good. It was measured on a score of thirty with twenty four and above representing good leadership and any score that is lower than twenty four represent bad leadership

quality. The analysis showed that neither the gender nor the age of the respondents had any effect on the result. The result became the same. The leaders needed to improve their qualities by both attaining more and better education and practising ethical leadership. Leaders must have integrity in order to be successful and these must be practised like any other skill. The leaders need to learn to keep their word all the time to be regarded as the leaders with quality. Pillay (2014) supported the findings by saying the involvement of leaders with great integrity in all the spheres of the government makes sure that there is better service delivery and less maladministration and evil deeds like corruption. Good quality leadership are the leadership that have integrity, ethical, honesty, accountability and encourages network governance for better service delivery and coordination. The lack of these qualities by a leader, means that the leader cannot deliver to the mandate as most of the time they are found concentrating on activities that are counter-productive for service delivery.

Ethical in leadership ensures that the leaders always practice ethical behaviours which respect the profession and the social norms and knowing what is right and what is wrong and the best interest of the community they serve. Leaders who practise ethical behaviour do not find themselves making headlines for the wrong reasons but for the good and the community they represent being happy with them. They have one aim in their minds just to do well to the best of their abilities and take pride of the good work they do to the society they serve. Johnson (2017) agreed that the leaders by the nature of their of position have the ability to influence the followers to either do well or be just the rogue gang that perpetuate unethical behaviours and if they are not ethical in their doings there will be bad service delivery caused by bad leadership. Unethical behaviour is bad leadership and breeds bad behaviour on the followers.

Accountability is another factor that make leadership have good quality depending on whether the leaders are accountable or not. If the leaders like what Tummers & Knies (2014) does support the findings that leadership quality is very important to lead and be successful, they pointed out in particular to accountability as the most important measure of the leadership quality that is used to measure how effective leaders are. If leaders are not accountable for their actions and those who did the job on their behalf, there cannot be service delivery that is up to the required standard. In short all the factors discussed on the literature review as the factors that make leadership be of good quality are very important to be observed and practised by those in the

business of leading others and organisation. At this stage, the aim is not to discuss each of the factors that are considered important for quality leadership but to support the findings of the study as already been discussed earlier.

With five of the variables proving that the leadership is not worthy called leadership with quality it therefore translate that the leadership quality is very poor. The fact that the results says the leadership quality is not good it is therefore poor leadership. The leadership quality that is good is the one that excels in all the six measures that were measured not just one.

The leadership quality that is poor is found wanting most of the time, resulting in resentment by the citizens. The quality of leadership is very important for service delivery as has been stated by other researchers. Leaders set and direct the rules, and followers comply with them (Rhoads, 2014). If leaders are complicit, they cannot deliver because their minds will be occupied by personal things that have no bearing whatsoever with the task at hand and also results in the led challenging the legitimacy of the leader. When this all happen, it adversely impact the service delivery (Dweba, 2017). According to Landis (2014) leaders must have qualities that are evident in the eyes of those around them, and political leaders have a mandate to deliver from those who put them in office. Ethical leaders' fair and caring treatment and open communication reflect trust that subordinates are likely to reciprocate thereby caring the mandate of serving the community they are supposed to serve meticulously. It is without doubt that the leaders without moral campus have no good qualities that can bring good service delivery to the community as trust in leaders is built on ethical leaders' behaviour such as integrity, and reliability results in buy in by both followers and community.

#### **5.4 SERVICE DELIVERY QUALITY**

Service delivery is the provision of the public goods to the citizens by the government, which could be either the central, provincial or local sphere of government. Within the government there are leaders given the authority and tasks of making sure that these service reach the ordinary citizens. The minimum service delivery levels are levels where the citizens get improved sanitation system, clean running piped water, refuse removal, access roads and streets. These are the basic services that the community must have. If they don't have all these services as their minimum then the service

delivery is very poor. The analysed results showed that there is poor service delivery in the area of the study.

On the score that was allocated for the service to be regarded as of quality, the score was 20 and above. The results found that the most popular score was less than twenty. It is therefore worthy noting that the majority or most of the households in the area of the study have water in their yards and therefore within the acceptable levels. Of all the variables measured the only variable that scored the best was the street and roads names and having the signs on them. It however scored so high though the streets and roads are poorly named and sometimes not existing in practical terms but just on the map. All other variable that were measured were rejected as poor. In other places, the supposedly roads have very huge trees in the middle of something that is caused a road on the paper. Signage and street names was another variable tested to find out if the service delivery in the area is good and within the acceptable standards.

What sounds interesting is that some signs could be found right in the middle of the bushes to show that there is a street here which is supposed to be? The last variable for measuring the service delivery quality construct was the refuse being picked at the gate and had a frequency distribution of 62.5%, which means that refuse is picked at the gate in most of the households and therefore within the acceptable standards. The total score of the respondents that rejected the service quality as good was 93.5% and that meant that only less than 6.5% approved the quality of services as good quality. This means that overall level of service delivery quality has not yet reached the acceptable standards though most of the measures were well within the minimum acceptable standards. In finality the service delivery quality is below the minimum acceptable standards. Service delivery is a legitimate right of all residents and particularly those who were previously disadvantaged (Boin et al., 2016). It is the quality of leadership that will give vision and direction to followers at the same time engaging all stakeholders be part of the service delivery chain. If there is weakness in the leadership, there is likely to be no service delivery to the community (Mphako, 2013).

This poor service delivery resonates with the assumption that even if political leaders receive all the important, grounded and balanced pieces of information; understand their relevance; and fight their way through their own cognitive and institutional

constraints, they may still not be able to implement better and more sustainable policies because they are acting on institutionalised logic of political arena that aims to maintain power and revisiting these problems during election times so as to entice voters in these areas ( Király, Köves & Balázs, 2015). Poor service delivery as it has been proven in the research is sometimes deliberately made by the leaders when they provide mixes of public and private goods and private goods given only to members of the winning coalition and only when the winning coalition number increase that is when the shift turns to the public goods to be distributed to all (Mesquita & Smith, 2010). All actions taken by political leaders are intended by them to be compatible with their desire to retain power. Another reason for poor service delivery is due to public managers having to juggle between the competing demands from policy makers who support market based non-governmental service delivery as well as to citizens expectations of accountability and quality of service delivery which might be highly difficult to achieve in thin markets. Some others believe that in a situation where productive efficiency is the objective, full privatisation should be recommended, at least if corruption is not excessively widespread (Cavaliere & Scabrosetti, 2008). A big impediment of service delivery is corruption, which is at the moment the mayor of the city of eThekweni is supposedly implicated.

Roads and streets need to be erected even if they are not tared, but should have trees uprooted and the roads graded. This can be done using the already there capital equipment even without a new budget allocation. The problem as already said in the literature review is poor leadership that fails to organise the resources and oversee the operations. It boggles the mind how an intelligent human being can install a road name in the bushes that have no road.

## **5.5 RELATIONSHIP BETWEEN QUALITY OF LEADERSHIP AND POOR SERVICE DELIVERY**

The analysis has revealed that there is a positive relationship between the leadership quality and poor service delivery in Ntuzuma G. The relationship between the two is of moderate level as has been displayed in the scatter graph. The Pearson correlation value of  $0.5 < r < 0.7$  is moderate relationship and is positive implying that if the leadership quality improves so is the service delivery improves. The significance value

of ( $p < 0.001$ ) is testimony that the relationship is not by chance or coincidence. The scatter graph further showed that the dots are scattered closer to each other where the level of both leadership quality and poor service delivery are the worst. The leadership quality is poor and the dots are clustered closer to the mode of the leadership and also closer to the mode of the service delivery and the median.

Thabethe (2011) does agree that strong quality leadership have the ability and power to influence service delivery which is reformed and addressing the problems that it should address. Quality leadership has the power to change the culture which is bad to the one that is desirable and more service delivery focused. It has the positive influence on the followers and get them motivated to do well in their jobs for the good of the organisations' goals. Leadership has the responsibility to make sure that the recipients' of service get the service they require at the right time and pace in the right quality. Zvavahera (2013) further supported the findings by saying that there is a good positive correlations between the good leadership and service delivery.

Leadership with quality characteristics in them can drive an organisation towards great success, getting the desired results through the work of others who are the followers of the leadership. If the leadership has poor characteristics, they cannot steer the organisation to success and the service delivery will be poor as the followers have no good role models to emulate from. Quality leadership have the roles and of steering the organisation towards its goals and at the same instilling the vision of the organisation to the followers. They have to make sure that the followers also have to abide by the policies of the organisation and ethics of conduct of the organisation. If the leadership is not having those quality characteristics of leadership, they cannot make the employees have them.

Sifuna (2012), agreed with the findings of the study by saying leadership plans and oversees how rules and regulations are applied effectively and efficiently to yields the best quality service to the community at the most convenient time as required. The leadership that not have the prerequisite skills cripple the coordination of activities which results in poor service delivery in their areas of responsibility. Quality of leadership is paramount for the success and service delivery be it to the community or on the management of an organisation. It is vital that organisations enrol people as

leaders who have good quality of leadership and not enrol leaders by virtue of their popularity with the society.

The leadership quality and service delivery quality were essential to be investigated as the leaders are responsible for allocating the resources for service delivery, and was important to check how they negatively or positively impact the service delivery. An organisation that runs without good leadership is like a plane that flies without a radar (Mphako, 2013). The findings are that leaders as they are known to be responsible for bringing service delivery to the community but in this particular community leaders do not bring the desired services to the community. Leaders are empowered to organise the resources for service delivery to the community but in most cases leaders are found channelling the very resources they are supposed to service the community for personal uses.

To improve the service delivery, coproduction is another concept that been widely used in the provision of services, it thus not only focuses on citizens' participation through the decision making or planning stage of the public services programs but also captures citizens' productive efforts in service delivery. Some scholars argue that coproduction will not easy the situation for the disadvantaged because they have very little knowledge to contribute and hence this can increase the gap (Schoute et al., 2017). This school of thought does support why leaders in this area are not delivering services to the community. In an event where private partners are wanted in the service delivery, competitive procedures for the selection of private partners must be in place. It has been found that there are some private companies are providing services to the community but the problem is they are not selected using competitive and rigorous procedures rather preferential resulting in companies with no competence given the job of servicing the community. Empirical evidence from research showed that the municipal owned corporations (MOC) are more efficient in the delivery of services like refuse collection, water provision and transport services than the local bureaucracies (Voorn et al., 2017). Efficiency can be improved by the introduction of private proficiency, encouragement of good management through profit incentives, risk sharing with the private sector and limiting opportunistic tendencies by the political body. Efficiency may be impaired when politicians are involved in

provisions of services, who may face incentives to sacrifice efficiency for increasing re-election chances (Shleifer & Vishny, 1997).

## **5.6 CAUSES OF POOR SERVICE DELIVERY**

Poor service delivery is a big concern in South Africa, especially among the black townships. Because of the poor service delivery community protests make the order of the day. Everyday somewhere in South Africa the community is protesting and these protests does not just affect the communities concerned, they affect other people also who had nothing to do with the protest. Poor service delivery cannot just happen in a vacuum but there is someone who had not acted according to their mandate of making sure that service are delivered to the community who needed them most. It is these reasons that the causes of poor service delivery are investigated and because leaders are responsible for organising resources both financial and human resources to make sure that the services are taken to the people who need them.

Empirical studies has shown that low or no accountability environments in which leaders are able to misallocate public funds (Odaro, 2012). The division among the voters on social and ideological grounds could also another factor that influence the poor service delivery. Corruption is another factor that strongly results in poor service delivery as the leaders help themselves on public funds resulting in input shortages, price increase, decreased spending on maintenance and new projects and reduced government revenue. Accountability results in improved service delivery and reduced corruption thereby fostering transparency. Some of the service delivery problems are caused by population in migration which is not matched by expansion of basic social infrastructure. The constructs was measured on five variables that were tested as to explain what could be the causes of poor service delivery. The results from the analysis proves that the respondents are feeling that leaderships are the cause of poor service delivery in their area. This poor service delivery by management could be due to explanation done by the Selectorate theory which is done purposely to maintain the status quo so that they could be kept in power for a long period to come.

Another reason is the result of lack of accountability as explained in the literature review. Poor quality of leadership is the main cause of poor service delivery as has been discussed in the literature review. Leaders failing to implement well-grounded information because they always think about their future in the political space (Király,

Köves & Balázs, 2015). Resources are misused for personal uses rather than what they used for. Even when there are good policies in place, the problem remains that there is no-one to implement poor planning. The investigation that was done by the government in 2009 found that some service delivery protest were a result of unresponsiveness by the leaders and this point out that there is poor leadership. Financial mismanagement and fraud or corruption were mentioned as some of the causes of poor service delivery.

If leaders exercise ethical leadership, then the followers will see a purpose to service the citizens they are supposed to serve, they will surely do their best to see that the needs of the people are delivered to them as they require (Kalshoven et al., 2011). Empirical studies have found that the influence of ethical values of superiors on subordinates outweighs that of the peers (Mayer et al., 2010), because workers have a tendency of going alongside their leaders' moral resolutions to display allegiance (Ferrell & Fraedrich, 2015). The genuine leadership must endorse moral integrity demanded by admirers, and must classify and elucidate their individual values and logic of resolve which will assist as a charter for actions. If leaders are unethical and unaccountable in their action, they cannot hold other people accountable (Bolden et al., 2011).

From the literature review, it was found that in the absence of quality leadership, and or when the leadership are complicit the human capital that is tasked with the actual tasks tend to be corrupted also. Some studies point out that the failures of performance by some organisations are a direct results of poor leadership engagement (Dweba, 2017). Leaders are not doing enough to gain the competencies to lead and guide their sometimes sophisticated followers (Raisio, 2015). Leaders have a larger impact on followers and if the followers have not trust on the leader service delivery will be affected.

## **5.7 LIMITATION OF THE STUDY**

The following were acknowledges as the limitation of the study:

- a) The response rate was lower than the expected. A total of 345 questionnaires was sent out to the respondents but however only 265 were returned filled and

the rest were either not returned or spoiled. The portion of the population that decided not to take part could not be represented by the findings of the study.

- b) The study only concentrated in one section of a broader community, this means that the findings from this study might not be relevant to the broader community or township of Ntuzuma
- c) The findings were based on the perspective of the community and not actual leaders themselves.

## **5.8 RECOMMENDATION FOR FUTURE STUDIES**

The following recommendations are made for future research on this subject:

- a) The leadership quality was measured using the perception of the community. How the community perceived their leaders' quality as had been discussed. Future studies can measure leadership quality using other dimensions that are possible to which could measure the quality of leadership such as previous track records, appraisals and other applicable dimensions.
- b) The ways of improving leadership qualities need to be researched in future, so that there can be parameters that can be used to measure the standard and quality of leadership.

## **5.9 CONCLUSIONS**

The results of the analysis pointed out that the leadership quality for the area of the study was bad and lacked credibility. If the leadership is bad and lacking credibility it therefore impacts negatively on the service delivery. All other causes of the poor service delivery kicks in as to further cripple the system that already lacks leadership. The bad leadership derails the service delivery and the services that will be delivered will be of substandard because there are maladministration and corruption which depletes the resources that are supposed to supply the services to the community. There is poor service delivery and the services are very poor and do not meet the minimum standard for service delivery and this is due to poor leadership. The empirical evidence from the study pointed out that there is a positive relationship between the quality of leadership and the service delivery and hence there is poor service delivery in the area of the study. The respondents did pointed out that the leaders are responsible for service delivery which could be either good service delivery or bad

service delivery and the blame should be squarely be pointed to them no matter what. This is true as the leaders are responsible for organising the resources, planning, the leading the team and making sure that that vision and goals of the organisation are achieved. If the leaders are do not have the right qualities, they cannot be accountable.

Poor leadership manifests itself in the maladministration and corruption and the lack of funds to pursue service delivery projects. The results did agree with the expectation of the study in entirety. It could be concluded that poor leadership is very bad for any organisation as it impede good governance and service delivery. The limitation of the study was that it concentrated in only a small area of a big whole and the results cannot be assumed to apply to the whole area as the same leaders could be doing exceptionally well in other parts of the same township. Another limitation was that some respondents could not be found after being given the questionnaire and this group could not be represented and their responds could be different but however due to the fact that they represented a small percentage, their different responses could not have resulted in a different outcome.

#### 5.9.1 Further research

A further research on the quality of leadership using other dimensions in the future is recommended and this can be worth for solving the poor quality of leadership. The system of choosing leaders for the community need to be overhauled so that the leaders that should represent the community have the right qualities and education. Well qualified leadership with quality will make sure that the municipalities are well equipped for service delivery and are free from social ills like corruption and maladministration, have the right people for the job. To further improve the service delivery, the members of the community must be involved in the delivery of services not just in the decision and planning but also the operations. Services like the refuse removal, can be done by the community whereby they will be paid for their labour so as to improve service delivery and alleviate poverty as the area of the study is one of the most poverty stricken areas in Durban.

Future studies must include the whole area of Ntuzuma so that the results can be applied to the whole of Durban municipality and other dimensions that measure leadership quality be used. It is very critical that the quality of leadership in this respect be thoroughly researched to come up with a holistic solution to the deficiencies in the quality of the leadership we have as a society. It should also be researched why

leaders in this society decides not to use grounded theories of leadership to advance service delivery.

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## APPENDICES

### APPENDIX A: QUESTIONNAIRE

UNIVERSITY OF KWAZULU-NATAL  
GRADUATE SCHOOL OF BUSINESS AND LEADERSHIP

## Relationship between leadership and service delivery in Ntuzuma G

Researcher: Ndifelani Moyo

Contact: 076 601 4912

Supervisor: Prof. M.E. Hoque

031 260 8690/082 592 8488

### Dear Participant

Thank you for your co-operation in completing this survey for us.

I am a student of masters at the University of KwaZulu natal, and this study is done in partial fulfilment of my studies.

Please be assured that we respect your privacy and the given answers are only used for this research and nothing else. Your answers will remain anonymous.

*This questionnaire will take approximately 10 minutes to fill in.*

Gender 

Female	Male
--------	------

How long  have you lived in this area?.....

Your age group.

18-35 years	36-45 years	46-55 years	56-65 years	66 and above
-------------	-------------	-------------	-------------	--------------

### Section A

Please tick the box that best represent your response.

1. How would you rate your leaders' accountability?

1. Very unaccountable	2. unaccountable	3. Unsure	4. accountable	5. Very accountable
-----------------------	------------------	-----------	----------------	---------------------

2. How would you rate your leaders' honesty?

1. Very dishonest	2. Just dishonest	3. Unsure	4. Honest	5. Very Honest
-------------------	-------------------	-----------	-----------	----------------

3. Your leaders are ethical

1.Strongly disagree	2.Disagree	3.Unsure	4.Agree	5.Strongly agree
---------------------	------------	----------	---------	------------------

4. Your leaders exercise network governance leadership

1.Strongly disagree	2.Disagree	3.Unsure	4.Agree	5.Strongly agree
---------------------	------------	----------	---------	------------------

5. How do you rate your leaders in their reliability on service delivery?

1.worst	2. worse	3. bad	4. good	5.excellent
---------	----------	--------	---------	-------------

6. How would you rate the integrity of your leadership?

1. Poor	2.Below average	3.Average	4.Above average	5.Excellent
---------	-----------------	-----------	-----------------	-------------

### Section B

*Tick the box that best represent your response.*

7. Sanitation system in your area is very good.

1.Strongly disagree	2.disagree	3.uncertain	4.agree	5.Strongly agree
---------------------	------------	-------------	---------	------------------

8. Every household have running water in their yards.

1.Strongly disagree	2.disagree	3.uncertain	4.agree	5.Strongly agree
---------------------	------------	-------------	---------	------------------

9. Road are well serviced and maintained in your area.

1.Strongly disagree	2.disagree	3.In between	4.agree	5.Strongly agree
---------------------	------------	--------------	---------	------------------

10. All the streets in your area are named and have signs written on.

1.Strongly disagree	2.disagree	3.Not sure	4.agree	5.Strongly agree
---------------------	------------	------------	---------	------------------

11. The refuse is picked at the gate.

1.Strongly disagree	2.Disagree	3.Not sure	4.Agree	5.Strongly agree
---------------------	------------	------------	---------	------------------

### Section C

12. Do you think leaders are responsible for good service delivery?

Yes	No
-----	----

13. Are leaders responsible for service delivery in your area?

Yes	No
-----	----

14. When there is a service you need in your area, do leaders bring it in the expected time frame?

Yes	No
-----	----

15. Leaders in your area bring services promptly without delay?

Yes	No
-----	----

16. Do your leaders meet your service delivery needs all the time?

Yes	No
-----	----

17. Our area has all the services we need due to the efficiency of our leaders?

Yes	No
-----	----

## Section D

18. Poor service delivery is caused by

Funds	municipal workers on strike	Lazy employees	Shortage of working tools	Bad leadership
-------	-----------------------------	----------------	---------------------------	----------------

19. Who is responsible for making sure that the needs of the community are brought to them?

The general employees	The community	Uncertain	Contractors	Leaders
-----------------------	---------------	-----------	-------------	---------

20. When the community needs the road on their area, who do they tell?

Municipal employees	contractors	The community	Uncertain	Leaders
---------------------	-------------	---------------	-----------	---------

21. Who should make sure that citizens get the service they require?

Pastors	Contractors	anyone	Community	Leaders
---------	-------------	--------	-----------	---------

22. In the absence of good leadership, can there be good service delivery?

Yes	No
-----	----

## APPENDIX B: ETHICAL CLEARANCE APPROVAL



04 May 2018

Mr Ndifelani Mbedzi Moyo (217076856)  
Graduate School of Business & Leadership  
Westville Campus

Dear Mr Moyo,

**Protocol reference number: HSS/0327/018M**

**Project Title:** Investigating the relationship between Service Delivery and quality of leadership in Ntuzuma Township

### Approval Notification – Expedited Application

In response to your application received 17 April 2018, the Humanities & Social Sciences Research Ethics Committee has considered the abovementioned application and the protocol has been granted **FULL APPROVAL**.

Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment /modification prior to its Implementation. In case you have further queries, please quote the above reference number.

**PLEASE NOTE:** Research data should be securely stored in the discipline/department for a period of 5 years.

The ethical clearance certificate is only valid for a period of 3 years from the date of issue. Thereafter Recertification must be applied for on an annual basis.

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

Yours faithfully



Dr Shamila Naidoo (Deputy Chair)

/ms

Cc Supervisor: Professor Muhammad Hoque  
Cc Academic Leader Research: Dr Emmanuel Mutambara  
Cc School Administrator: Ms Zarina Bullyraj

---

Humanities & Social Sciences Research Ethics Committee

Professor Bhenuka Singh (Chair)

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Telephone: +27 (0) 31 260 3507/035204557 Facsimile: +27 (0) 31 260 9809 Email: [z.mhlop@uqn.ac.za](mailto:z.mhlop@uqn.ac.za) / [emmanuel@uqn.ac.za](mailto:emmanuel@uqn.ac.za) / [msbulraj@uqn.ac.za](mailto:msbulraj@uqn.ac.za)

Website: [www.uqn.ac.za](http://www.uqn.ac.za)



Five (5) Campuses: Edgewood Howard College Medical School Pietermaritzburg Westville

## APPENDIX C: TURNITIN ORIGINALITY REPORT

### Turnitin Originality Report

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Chapter 1 OVERVIEW OF THE STUDY 1.1 INTRODUCTION Since the advent of democracy, service delivery has been a pressing issue in the government's priorities, yet it remains a serious problem second from apartheid today in South Africa, especially in the disadvantaged communities. It manifest itself in the forms of community protests, which are affecting everyone in one way

or the other. The people who live in the elite communities are also not spared because roads are barricaded and their businesses are disrupted (Makhafola 2018). In this year 2018 it was recorded that there were 144 service delivery related protests since January till June 2018 (Makhafola, 2018). The government had on many occasions made a commitment to speed up service delivery which ends as either lip service or just on paper form without being translated to actual service delivery. A lot of regulations had been promulgated to make a smooth and effective service delivery especially to the blacks who were by design side-lined from service delivery by the apartheid government. The living standards of the black majority were very low and impacting heavily on their health and still continue in poor conditions despite democracy and advancement in living standards the world over. Due to the lack of clean running water, sanitation, roads, good housing and health care, black people had the lowest survival rate due to the squalor conditions (Morudu, 2017). To make matters worse, it was assumed that KwaZulu Natal was the epicentre of the diseases in the whole of South Africa and the people most affected by this situation are the black. Improving living standards, minimum service delivery must be available to all the people (Cogta, 2016). Poor service delivery had become synonymous with the townships and this could be observed by the number of service delivery related protests. The citizens had been promised but there was no delivery as promised (Makhafola, 2018). The people who benefited partially and those that were on the privileged list from apartheid are the ones who are the most beneficiary of the current regime on service delivery. The government has failed on its promise for the universal provision of the services like the sanitation which is water borne and people have resorted to pit latrines which are equally health hazard as they form a good habitat for parasites. It is possible that a lot of people will vehemently disagree with the fact that apartheid did served its purpose, it was designed to keep the black majority in the natural state the colonisers found them. The current democratic government has designed programs to reverse the effects of apartheid but it is blatantly failing. What it does most is the blame game and the lack of accountability. One could put a question like how does apartheid which is dead by now affect the design to reverse the effects of apartheid. Everyone knows the damage done by apartheid and there is no reason to keep on blaming it instead of coming up with better ways of addressing the present problems.

1.2 BACKGROUND The service delivery in South Africa is increasingly becoming a problem day after day. There were 144 service delivery protests recorded In the first half of the year 2018 from January to June 2018 (Makhafola, 2018). There is evidence of poor [service delivery in South Africa](#) and this [is seen](#) by the number [of](#) increasing service delivery related protests and according the Municipal IQ there is a drastic increase of the protests. In 2017 there were 73 recorded [service delivery](#) protests [in south Africa and for](#) the same period [in](#) 2018 there were 144 (Karen, 2018). There are many however that goes unrecorded. Heese, (2018) noted that the [footprint of protest activity is increasingly evident across a diverse range of the communities; from cities to rural areas, with the range of issues including growing demands for the housing and job opportunities in the urban areas to basic services and better governance in smaller municipalities.](#) The increasing number of community protests is a concern to the communities because they are becoming more violent by the day and the community wonders what will happen next. The public is concerned about the demonstrations' prevalence and ever increasing and where they will start then (Heese, 2018). The unclear reaction from the local authority has

achieved very diminutive results to allay the fears of the community as to how the protests will be stopped and the public also wonders as whether the protests are really about poor services delivered by the municipalities or there is something else fuelling these protests. The municipal IQ does believe that the protests are a result of insufficient municipal services and slow service delivery, the obligation for which belongs with the local authority (Heese, 2018). Research by the municipal IQ found that there is an increase in the community protests in the largest cities or metros and this was attributed to an influx of the migrants from rural areas to the cities with the hope of a better life and when they don't get the job and live in the informal settlement, they start to protest for the services. eThekweni is a metro in the province of KwaZulu-Natal and is the only metro in the province. The protests that happen in eThekweni Municipality, are said to be due to the lack of services like water, electricity, sanitation facilities and housing (Mngadi, 2018). The community also blame the municipality for promising unfulfilled promises. There are a number of the service delivery protests that go unrecorded and as such statistics that are available are not the true reflection of the situation in eThekweni municipalities. The metropolitan police superintendent Shane Spilsbury, who heads the metro's Public Order Policing Unit, said police officers are managing 12 protests daily in eThekweni (Newman, 2018). The protests are a result of the poor service delivery and the lack of communication from the leadership to the community. The fact that the metro police who deals with public order stated that they deal with 12 protests a day tells how serious the problem is like in eThekweni metro. Ntuzuma is a township in the eThekweni metro and is located in the northern suburbs and is 30 Km from the central business district (CBD) as depicted in the appendix C. Ntuzuma is no different from the rest of the black township, it is plagued by numerous service delivery protests due to poor service delivered to the community. There is lack of services like water provision, no sanitation, electricity and poor states of the roads. The lack of these services is driving the community to protests. There are some areas where cars cannot access the place due to the state or absence of the roads. Ntuzuma G section is much worse than the rest of Ntuzuma, having a good road is a luxury to this community and there are some areas where water is not available and only obtained from a stand pipe which is a distant from the rest of the community.

### 1.3 PROBLEM STATEMENT

The post-apartheid government embarked on a number of developmental efforts prioritising the provisions of basic services (Karen, 2018). Service delivery in the country is a mandatory undertaking vested on the local municipalities to deliver to the citizens. Since the dawn of democracy, there have been a lot of service delivery protests. Citizens especially from the poor black communities have little or no service delivery to them. The local government is challenged with meeting its developmental mandate of providing basic service to the community, a number of people still remains trapped in the squalor without basic services. The national government talks about service delivery as priority while the eThekweni Municipality has some different priorities which are no way addressing the problem of service delivery. There is no integration in the message the two spheres of government send out and priorities. It is a case of putting the resources where one's mouth is for the leaders of the local government. The government has undertaken to supply each and every household with basic services like, electricity, clean running water, safe environment, sewerage disposal systems, roads and access to primary health care (Hangulu and Akintola, 2017). In the local scene, the municipality of eThekweni has also

promised better service to the community but in reality the contrary is true. The municipality has embarked on other agendas which does not address the issue of good basic service delivery to all. The service delivery in this municipality has become selective and resources that are meant to bring services to the poorest of the poor are being channelled to other areas which the communities from the poor sector believe resources are diverted to areas where the leadership have vested interests (Maharaj 2012). To the ordinary person in this area, there is no difference between the apartheid era and today as far as service delivery is concerned. They still use pit latrine, fetch water from a stand pipe, roads not serviced and sometimes not even there but only a grassy foot path. Refuse removal uncertain. This steered the community of Ntuzuma G to embark on service delivery protests. This resulted in the question of trying to find out the relationship between leadership and service delivery.

**1.3 MOTIVATION FOR THE STUDY** The study has been motivated by the poor living conditions in this particular area of the city. Ntuzuma G section is not spared from the escalating community protests which are becoming violent. This part of the township has an area of about 1.75 km<sup>2</sup> but has some parts with well-developed infrastructure. The Infrastructure the researcher refers to here are the sewerage systems, water pipes that runs through the homes and good roads, while the other section within the same area are living in a different world with nothing that reflects civilisation. The researcher was motivated by trying to understand the leadership that is responsible for the service delivery in the area and their relationship with the service delivery. What is the quality of their leadership? Because people with no leadership quality are given delicate responsibility or the leaders themselves have been corrupted lest they don't deliver service to this community. Leaders tend to hide behind the relics of the apartheid albeit the current problems of corruptions that are eroding the resources that should be utilised to deliver services to the communities like this one in the case. The amazing scenario is that despite the government talk of redressing the past, the previously privileged are the ones that benefits the most, they have superb service delivery and how can the past be redressed when the very same government that claim to redress the past give more to the already privileged? One is inclined to believe that the politicians use the disadvantaged to advance their political careers while they have no intention to give them the deserved service. Understanding what causes the government fail to fulfil its promise for more than two decades is an edge to enquire. Bringing a solution to this community will be a commendable achievement and creating a synergy between the community and the leadership for service delivery. The findings of the study will bring awareness to the leadership on how the community think about them, how they should involve the community in bringing service to them and eradicating the factors that are found to be causing poor service delivery.

**1.4 RESEARCH OBJECTIVES** The goal of the research is to scrutinise the leadership quality, plus their relationship with service delivery in Ntuzuma G Township in eThekweni Municipality and their propensity to deliver on their mandate and the leadership types that enable better discharge of knowledge and implementation of the policies that enable service delivery. The study in the quest to investigate the relationship leadership quality and service delivery and their impact on the service delivery will be investigated, through the perspective of the citizens. The specific objectives are as follows: 1 To investigate the leadership quality of Ntuzuma G in EThekweni municipality. 2 To determine the service quality in Ntuzuma G in EThekweni municipality. 3 To identify the cause of bad service delivery in Ntuzuma G in EThekweni

municipality. 4 To scrutinise the association between leadership and poor service delivery in Ntuzuma G in EThekwini municipality. 5 To find ways of improving service delivery in Ntuzuma G in EThekwini municipality.

1.5 RESEARCH QUESTIONS The following questions below will be answered in order to fulfil the objectives stated above. 1. How is the quality of leadership in Ntuzuma G in EThekwini municipality? 2. What is the quality of service delivery in Ntuzuma G in EThekwini municipality? 3. What causes bad service delivery in Ntuzuma G in EThekwini municipality? 4. What is the relationship between service delivery and leadership in Ntuzuma G in EThekwini municipality? 5. How can service delivery be improved in Ntuzuma G in EThekwini municipality?

1.6 FOCUS OF THE RESEARCH The research concentrated on the township of Ntuzuma G section within the eThekwini Municipality. This section is one of the nine sections which make up Ntuzuma Township. This area has some areas that are severely under serviced. The people in some parts of this area know nothing like service delivery. This area has a population of 3193 households. The study will focus on the views of the citizens on the quality of leadership and how they feel it impacted on the service delivery. The sample size will be chosen in consultation with the table in Sekaran and Bougie and the survey systems software, and the sample size is 343. To pick up this number from the total population, every 9th number will be chosen. The first number will be randomly picked and from there a systematic probability will be used to come up with the 343 sample size.

1.7 RESEARCH METHODOLOGY This research is a descriptive research which has two variables which is an independent and a dependent variable. The independent variable, the leadership quality has to be tested its impact on the dependent variable the service delivery (Bryman, 2015). Causal research seeks to identify the cause and effect relationship between the leadership and service delivery. When something causes an effect, it means it makes it happen (Creswell and Creswell, 2017). The research will use the quantitative research method to test the relationship between the variables and that it solves the research intentions through empirical valuations that comprise statistical measurement and analysis methodologies. Another reason for using quantitative method is that it is objective and the population is large which implies the sample size will also be large for qualitative method (Quinlan et al., 2015). Most importantly the quantitative research is objective. The probability sampling method will be used for this study, and unrestricted or simple random sampling will be used to sample the size to answer the questions for this study. The sampling unit is the township of Ntuzuma G, and the sampling frame was a list of all household from the city revenue department of Ntuzuma G section. The heads of the households will be chosen whereby probability sampling will be used to pick up those who will constitute the subjects. The first case will be picked randomly from the list and followed by the systematic sampling whereby every 9th household will be picked to make a sample of 343 cases. The questionnaire was used as an instrument for collecting data, on the views of the community on leadership and service delivery. The questionnaire was manually distributed to the 343 chosen subjects.

1.8 THE CHAPTER OUTLINE The research is offered as follows: a literature analysis, a description of the research design and research methodology, a presentation and discussion of the results, and recommendations and conclusions. This material is arranged into the following chapters: Chapter one: an introduction of the research problem. This chapter lays a brief background of the problem, the objectives and the research questions. Chapter two: a literature review. This chapter provides literature on

leadership and service delivery and related subjects. Chapter three: the research design and methodology. This chapter gives an account of the research method used for the study. Chapter four: the presentation and discussion of the data. In this chapter the analysis of the data obtained from the research instrument is described. The data is presented in the form of figures, tables and narratives. Chapter Five: The conclusion and recommendations. Inferences are drawn, based on the research findings, and recommendations are detailed for consideration by various stakeholders.

1.9 SUMMARY The section seek to summarise the research outline as outlined and discussed in the above sections of the study and also sets the tone for the rest of the study as would be discussed in the sections that follows. The research aimed to examine the relationships amid the quality of leadership and service delivery. The study also aimed to find out why service delivery in the study is not uniform in that in the same area there are sections that are not serviced. The theories from other scholars will be reviewed to find out why leaders deliver services selectively and what makes them ineffective in solving the community problems. The research also seeks to find out why the government has failed for more than two decades to deliver service to this community. The literature review and the methodology used in the study and results and discussion will also be discussed in the chapters to follow. Service delivery, leadership quality, the causes of poor service delivery and the models of service delivery will be discussed.

CHAPTER 2: LITERATURE REVIEW 2.1 INTRODUCTION Leadership is a social phenomenon that involves interaction with the followers. It defines reality in the manner that make sense to the followers. The leadership needs that some individuals surrender their power to interpret and define the reality to others (Boin, Stein & Sundelius, 2016). Formal leadership roles arise, and with them the rights and obligations of leaders to spell out the systems of shared visions and meaning as defined by modern business and stipulated through formal rules and procedures provided to employees. Leadership can be defined as encompassing a group of corresponding proficiencies that personalities may use in providing course of action, and putting pressure in sustenance of organisational objectives (Mintrop, 2012). Leaders set and direct the rules, and followers comply with them (Rhoads, 2014). Another dimension that leadership need to be aware of, for them to deliver is time management and resources as according to Pfano and Beharry (2016), time and management are the boundaries and directly affect the scope of businesses, and the quality of their products and services. In this chapter, leadership will be discussed with other components that makes a leader a good leader and distinct from other leaders and how they influence production and service delivery in their sphere of influence. This review seeks to concentrate on how a certain interventions have been applied or how leadership quality and leadership styles help or thwart effectiveness of leadership in service delivery. The influence the leadership has on the followers and how their decisions impact the service delivery. There are many concepts that define the leadership quality but in this study not all concepts will be discussed but only certain that define good quality leadership and shall be discussed in the sections that follow. 2.2

LEADERSHIP The role of leadership is to cultivate a collective understanding around the organisation as well as its undertakings and aims that undergird a logic of resolve and dream. The one main job of leadership is to deliver results (Boin et al., 2016). Leadership is a social phenomenon that involves interaction with the followers. It defines reality in the manner that makes sense to the followers. The leadership needs that some individuals surrender

their power to interpret and define the reality to others (Boin et al., 2016). Formal leadership roles arise, and with them the rights and obligations of leaders to spell out the systems of shared visions and meaning as defined by modern business and stipulated through formal rules and procedures provided to employees. Leaders set and direct the rules, and followers comply with them (Rhoads, 2014). Leadership actions might be seen as intentions to shape and interpret situations, influencing a common explanation of reality for followers. Magnificently accomplishing this leadership proficiency necessitates talents in enunciating a dream for new prospects, nurturing an approval of crowd-constructed goals through an emphasis on collective objectives, and crafting great-performance anticipations for distinction. Leaders should realise that leading a change is not a matter of planning and executing a plan but a task of mobilising the followers to the desired goal. Leaders have to redefine their reality in ways that made sense to their colleagues, giving up their presumed leadership entitlement to having the right way of seeing things (Horváth, 2016). The part of leadership mentoring employees is very critical and benefits not only the organisation but the employees as well in improving their performance and promoting success is discharging other roles of leadership. Some studies point out that the failures of performance by some organisations are a direct results of poor leadership engagement (Dweba, 2017). The implementation of performance management in service delivery is vital organisational intervention, it needs not only leadership participation but unambiguous backing, which is accompanied by an adjustment in the leaders' undertakings. Leaders and strategic choices that leaders make immensely impact organisational performance and the successful implantation of service delivery. This study investigated the relationship between leadership and service delivery. Due to ever changing times, leaders need to be flexible, agile and quick in thinking. Leaders need to take cognisance of the ever changing political environment and the community demands for quality service delivery and equip themselves for the challenges. There are many theories and perspectives from which leadership is explained and practised. While there are many grounded dominant and more recognisable theories of leadership, there are many more that either less grounded or perceived (Dweba, 2017). However this study does not aim to explain the different leadership theories but those that explain the leadership and how they should behaviour and be good leaders to have the job done when it is needed at the budgeted resources. In the implementation of performance management, both political and administrative leaders play paramount yet different roles. Leaders are not doing enough to gain the competencies to lead and guide their sometimes sophisticated followers (Raisio and Lundstrom, 2015). Leaders must have the qualities that are evident in the eyes of those around them (Landis, Hill and Harvey, 2014). Political leaders have a mandate to deliver from those who put them in office however political pressure might compromise them in their leadership capabilities. Leaders must replace bad leadership which are inherently associated with corruption and maladministration which are the main enemies of good leadership. Landis (2014) argued that leaders symptomatically execute in ways as expected by their roles, the environments within which such roles are played and specifics of the context of operation, their past experience, the prevailing operating environment and the planned goals of their organisations. The literature studied does maintains the view that leadership is not only a driving force for the organisational performance, but also an authoritative source of management improvement, nonstop improvement

and the organisation's sustained competitive advantage (Dweba, 2017). In the same notion, there is consensus, notwithstanding the pivotal part that leadership does in shaping collective norms, that leaders must also help their teams to cope with their environment. In the following sections, will deal extensively with the characteristics which the research assume to be the most important for the leader to have and will be tested to find if the current leadership in the area of the study have them. Other leadership dimensions and behaviours have been tested extensively but the ones that will be tested have not been tested as many times as the others. The leadership behaviours that will be tested in the following sections are Ethical, Honesty, Integrity, Accountability, Reliability and network governance.

### 2.3 HONESTY

Honest refers to truthfulness and non-deception. Honesty can be perceived as being transparency and openness, your willingness to communicate your thoughts and feeling even if not comfortable or disliked. It can also be understood as preparedness to pay attention and deliberate matters before the data is absolutely thought through and when present substitutes are not abundantly clear and resolutions are not hitherto finalised. In simpler terms one could say honesty is keeping your word, realising all the promises and delivering times. Honesty is the core of any leadership, a leadership who is honest is the leader who always be realistic and tell the truth no matter what (Daft, 2015). If the honest leader says something today, will also say it tomorrow and if the circumstances change will always own up. A leader who is honest can motivate followers and inspire them to rise to the occasion. A leader who is honest attracts respect and trust from followers. They have to have honesty as a value. The ability to attract and nature respect and legitimacy from the followers is based on honesty. Effective leaders always follow the principle of honesty, they manage to draft and lead the way and produce the vision for the coming events or activities (Daft, 2015). It is common knowledge that people require honesty people as their leaders. As a leader you need to prove to the people and followers that you are an honest person and admit in front of them where you have erred so that they people can build trust on you as an honest person. Leaders must set a good example for others and inspire them for being honest. If the leader is honest, they are likely to envisage a better future for their company or institution and get the people involved in the decision making processes which will ultimately motivates them to do good. The honest leader is the one who always scans for new opportunities for his people and will be brave to take calculated risks were it is necessary. Honest leaders will never claim all the success for themselves but will appreciate and thank the input from others. You don't just tell the truth as an honest leader but also leaving the right impression. The absence of honesty in the leader, results in the leader's integrity being questioned and followers will not trust and the leader as their leadership are compromised. Honest build other factors that are also very important in the character of a leader like ethics, integrity and trust. Once a leader lost honest he/she cannot have the other factors. It is very important to have this characteristic and make sure that you maintain it as it is a born with and cannot be learned at school like other subjects. When you start to lead the people, they have being honest in their acts, doings and speech. Leaders who are not honest cannot be trusted and therefore cannot leave to their mandate (Georgescu, 2005). The followers will either reject the authority of the leader or learn the way of their leader and this will lead to poor service delivery as the employees instead of delivery the service where they are needed, they will find themselves indulging in unethical issues like defrauding the municipality of the resources that are supposed to serve the

community. Followers see their leaders as role models and this means that if the leader is not honest, the followers will imitate that and the whole organisation becomes dysfunctional as there will be not one caring about the organisational roles. It becomes also highly difficult for a leader who is not honest to lead an honest team because they reject a dishonest leader. The dishonest leader no matter how strong they are at a certain point will bring the organisation down, as has been the case with Bernard Madoff, who displayed strong self-confidence and optimism which attracted lots of investors while he had no honesty and integrity which were grounded, and ultimately he brought the company down and convicted with 11 charges of including fraud and perjury (Daft, 2015) . Daft, (2015), honesty is undeniably very important to leadership. Subsequently, if we are alacritous to believe and allow ourselves to be led by someone, whether it be into combat or into the meeting room, foremost we want to convince ourselves that the individual is worthy our trust. We need to discern that he or she is actuality truthful, ethical, and honourable. We want to be effusively assertive in the truthfulness of our leaders. When leaders are not honest in their dealings, they don't just harm the organisation and their followers but the whole community that should be served by the same leader. Resources are syphoned for personal gains, while the community needs the services. The next day the same leaders will come up with excuses that more resources are wanted for community projects. The leaders who are not honest will collude with other people and inflate the prices so that they can have the resources for themselves. A case in point is the fence that was erected at Nkandla which was quoted for R110million, unfortunately the deal did not work because of some reasons and when they failed to render the services, an honesty company was given the job at the cost of R17million (Sunday times, 2014). Leaders that are not honest are bad for service delivery and they are the cause of bad service delivery. The failures to deliver on the promises by the leaders are not inherent attributes of policy shortfalls but are due to the leaders themselves who are not honest. In the same breath, South Africa has witnessed a lot of leaders who do not subscribe to honesty, you can name as many has one likes. At the moment when this report was written, there were some rumours of the first citizen of EThekweni, having her integrity being questioned with some people claiming that she is not honest and if this is indeed the case the followers will either reject her as a legitimate leader and this will impact the service delivery negatively and or the followers can decide to follow suite, either way the service delivery will be affected negatively as the resources that are supposed to bring services to the community are looted (Nair, 2018).

#### 2.4 INTEGRITY

Integrity is upholding to what one believes is ethically important and worthwhile. The Stanford Encyclopaedia of philosophy defines integrity as the wholeness, intactness or purity of things. According to Pillay (2014), integrity is the magnitude to which our different pledges form a tuneful complete total. Insistence on this view is sandwiched between the different mandates one has to fulfil and the uniformity with how one maintains his/ her behaviour. Furrow (2005) further stated that impression of integrity by stating that to have integrity is to be proficient of being alive on a unified account. Integrity is frequently paralleled with bravery- courage to talk up when your view opinion is at odds with that of your superior's perspective or commonly held belief about things to be done, another version of the explanation of Integrity is that it is work ethic in premature remaining late to get the right tasks done for the organisation or the community. Is a psychological state made up of intentions to agree to take susceptibility grounded upon

constructive prospects of the targets or conduct of another? The intention of this writing is not to give meaning to what is integrity but to emphasise its importance in the dimension of leadership as behaviour to put into perspective when considering the quality of the leadership and how it gives meaning to the quality of leadership. Pillay (2014) argued that integrity leadership that will be in all the spheres of the government will lead to the success in the delivery of services devoid of any benefaction, discrimination fraud and poor administration with the utmost notch of good authority. What defines those we honour as people of integrity is that they keep their assurances, and perform according to the values they have pledged to or are anticipated to perform in offices and parts they achieve, and faithful to the obligations. The essence of the scenario is that the leaders show or maintain consistency between what they say, do and expected to perform not only when in favourable conditions but also on unfavourable conditions. A person who holds high moral integrity is able to resist temptations and external pressure, they will also resist and or never abuse their power and privileges and opportunities their roles offered them by virtue of their positions or roles bestowed on them. People cannot regard a leader who selects their particular procedures and standards a leader of integrity because he chose the rules that suit him and not what they are wanted to, leaders need to play by their constitutional prescripts and social rules not about what their idiosyncratic rules. However, sometimes we as a people tend to praise social deviants with revolutionary intent which are consistent with their belief and they live up to it and consider them as people of integrity. Societies have concern in the credibility and dependability of people performing in such positions or capacities. People trust leaders who are consistent and coherent in their actions while they become very hesitant in trusting people who keeps on changing their position and acts and beliefs. Yukl (2013) referred to integrity as true to their word and uniformity in the middle of an individual's adopted values and conduct. According to communal interchange, confidence in leaders is put up on leaders' ethical conduct such as integrity, and behaviours that are hinged on reliability, which probable resulting in conviction that followers are likely to buy-in. Established on communal wisdom philosophy, followers will be prone to have confidence leaders who are ethical because of their role demonstrating conduct exhibited through their credibility (Day, Fleanor, Atwater, Storm & Mckee, 2014). High consistency in the behaviours of leaders creates the trust with the subordinates which will increase eventually. A front-runner with truthfulness will consequently remain professed by way of trustworthy, which will lead to dependence on that leader. This calls for the need to view leadership as a paramount concept at all levels of the organisation, social synergy which deals with a person's preparedness to give in return upkeep and reflection as expressed within relationships (Daft, 2014, Day et al., 2014). Trust in direct leaders show stronger connections with job performance satisfaction and altruistic organisational behaviours' than does a generalised trust placed in organisational leadership. Leaders have a larger impact on followers and if the followers have no trust on the leader, service delivery will be affected. Like honesty, if the leader's integrity is questionable, the followers will reject the legitimacy of the leader and once the legitimacy of the leader has been rejected by the followers and the community it will be difficult for the leader to have an authoritative voice that will be heard by both the followers and the community. The leaders' whose integrity is questionable are likely not to be able to deliver good service to the community. Leaders whose integrity are questionable are in most cases able to deliver to the elite part of the

society by virtue of the fact the elite are not gullible like the majority of the people in the society (Walters, 2018). Sometimes the leaders that have no integrity credentials spend most of the times trying to clear their public images rather than developing policies and strategies that will better service delivery and efficiency. Leaders who have lost their integrity are sometimes accused of unethical acts like, corruption, nepotism, fraud, bribery, patronage, favouritism and maladministration. Leaders should not always be in the public spotlight for the wrong reasons. Unethical behaviour is not always impulsive or accidental. Small and Dickie (1999), debated that leaders who demonstrated behaviours such as integrity, trust and justice becomes the greatest profitable to an organisation in the long term. The leader must have personal integrity, and social integrity, within this form of integrity, the leader must have integrity in their roles as [professional integrity](#), occupation [integrity](#), [civic integrity](#), [political integrity](#) and management [integrity](#), as depicted on the table 2.1 below. [Table 1 Personal Vs Moral Integrity \(Musschenga 2001, p, 222\) Local Global Formal Personal integrity Material \(critical\) role integrity: \(critical\) social moral integrity Professional integrity Occupational integrity Civic integrity Political integrity Managerial integrity](#) The [table 1](#) above makes a comparison between the integrity of the person as an individual and the integrity of a person in the capacity of the position or occupation they are holding. As a person you need to maintain your integrity as a person in society and also in your profession because if you cannot maintain your integrity as a person people will see you as that person who has no integrity even in your professional capacity. It will also be difficult to portray a good image in your profession, as you will ultimately revert back to your old ways. The difference between personal integrity and moral integrity is that of agents exhibiting moral integrity are those that whose selves are constituted by socially shared moral identify conferring pledges. In judging whether a leader has integrity it begins with evaluating the virtues' substantiveness, doctrines and standards that are perceived as of paramount importance for the varied communal title role people usually achieve in a society and examines how they are manifested in the leader's conduct (Walters, 2018). It should be noted that in professional circles professional ethics may dictate behaviours that are contrary to the common public morality and in this case people need to understand that it is not the lack of integrity but a professional conduct prescribed by the profession. A good example is that attorneys do the interests of their customers and not for the benefit of justice. It should be noted also that a person or leader of high uprightness cannot just move with the wind to any direction but will direct the wind to take him to the destination he has planned and without thoroughly interpreting the values of his community and their morality. Interpreting and application of his community's moral beliefs, philosophies and epitomes lest he deviates from what is usually the constituency's values and principles and should not be judged as a person who is incoherent and inconsistent and lacking in integrity (Musschenga, 2009). Sometimes leaders who have high integrity develops weakness of will and the ability to estimate when the intrinsic worth, philosophies, standards and guidelines they endorse are in line with a specific situation. The main reason why we talk about the integrity is there is concern in the reliability of the leader and the certainty of their conducts in all-purpose or in certain title role. The emphasis of this discussion is on the fact that integrity specific circumstances in which leaders know the correct path of action to execute but surrenders into pressures or fail to resist the seemingly lucrative sums of money and other welfares which are not meant to benefit them but by virtue

that they are closer to them they see fit to get their pockets filled with them. Leaders must be motivated by the nobleness of others, personal persuasions, the consent or censure by others. Sometimes there is little support for moral right behaviours when there are widespread ill practices like fraud and bribery. And sometimes those that are found in the heart of it are considered as heroes as in the case of the Nkandla gate, the people that were involved were hailed as the good people and advancing radical economic transformation but in reality that is moral wrong and the people concerned lack integrity. The focus of this perspective is that of opinions of the leader's personality. Followers try to make conclusions insinuations about the leader's individualities such as uprightness, competence, and openness. It is this perception of the leader that creates an impression of the followers to perform depending on what the expectation of the followers are (Heifetz and Linsky, 2017). This is relevant to the service delivery in that once the followers have a good perception about the leader; they will dedicate their time and energy to fulfilling the goals of the organisation. The subordinates have a negative perception of the leader; they tend to be reluctant to do well. As has explained in this study that the leader acts as role model for the followers and if their perception of the leader is bad, they will emulate those bad roles of the leader. Those that will never emulate the bad character of the leader, will however tend to direct their efforts somewhere else. These leaders are able to operate by virtue of followers' trust in the leaders roles for delivering a contractual arrangement (Johnson, 2017). To conclude the aforesaid discussion, leaders who are considered to be having integrity will earn respect from the followers and the community at large. They are not conflicted in their deed and their speech, they are not found speaking one language and doing something quite opposite of what they have promised. These are the leaders who can lead successfully and deliver their mandate to the best of their abilities and skills. They will also in the event there is a failure will be honest and say it without shifting the blame to history. These are not the people who will say one thing and suddenly be found to be doing something. They have one direction and one target to reach and the followers are also keen to follow them. The leaders who lack in integrity fails to lead the followers to successfully achieve their mandate as they cannot stick to one target but are found to be changing constantly leaving the followers confused and the resources mismanaged as they are used in projects which are not mandated but just decided by the leader because they happen to suit what the leader considers.

### 2.5 RELIABILITY

Leaders who are reliable are people that one can depend on because they are the people that will always stick to the promise and they always do what they have promised and according to their mandate. Within reliability, there are two types of reliability (Northouse, 2018). There is internal reliability and external reliability. It is not the aim of discussions to detail each of them but the main reason is to point out how they are relevant to shaping the quality of the leadership. They, leaders with internal reliability are perfectly appropriate for many roles of guiding, trusted adviser and the mentor. The fact that they are reliable and trusted it therefore means that they are ethically consistent and honest in their dealings and coherent with their principles and norms. These leaders by virtue that they are reliable, consistent with their beliefs and principles they become good role models for the followers and the community at large. In a work setting, they are good and most admired role models and they usual lead a team that does very well because of their self-esteem. The employees that work under the direction of such a leader are willing to go an extra mile to please the reliable leader. They, the employees

feel guilty if they happen not to carry their job given by the reliable leader (Meißner, 2015). Leaders with internal reliability are likely to be respected, their direction be taken by employees and do good, because they are confident, cooperative, optimistic, and supportive of their subordinates. In most cases the leaders with internal reliability have most of the good traits of a good leader that have been discussed in this essay. Leaders who are reliable create a culture of trust within their team and the community and consequently are in a better position to get the commitment of all or most of the followers and yet deliver better service towards their common goals. These leaders listen to their followers' ideas and input and concerns. Reliable leaders lead by example and are very thankful of their followers; they learn from their mistakes and take full responsibility of their mistakes. These are the leaders that can shape the future leaders as they will learn the good from the leaders with internal reliability. These leaders cannot be found making headlines for the wrong reasons but for the good reasons and they are focused in fulfilling their mandate without compromising the system or misusing the resources that are meant for service delivery or can they be found encouraging unethical conduct (Walters, 2018). While a leader with internal reliability is someone who is consistently and coherently true to their principles and beliefs, leaders with external reliability are honest and trustworthy to others. While it is true that reliable leaders hold firmly to their personal values, they are likely not to accomplish targets without the trust of followers. What does this mean, it means that leaders must have the trust of the followers due to their conduct which is unquestionable (Fraser, 2017). Before the leader display external reliability, one has to first have internal reliability because when the leader lives up to their true principles which the followers and other people can see and develop trust on the leader (Goleman, 2017). When leaders' reliability is questionable, they often feel that the followers are being distrustful while the followers themselves feel that the leaders are always not trustworthy. According to Creed & Miles (1996), trust is a function of embedded predisposition to trust, characteristic similarity and experiences of reciprocity. There are general two kinds of trust, which are calculus-based trust and knowledge based trust. The calculus based is one sided trust which is superior-subordinate relationship, the subordinates have to determine the penalties of their activities and forecast what types of prizes or punishment they would meet to their leader. At times leaders as well must to contemplate the results of their engagements in relations to their followers especially when they need a loyal follower for the future. Trust can be explained as single person's eagerness to be susceptible to another person basing on the belief that the latter person is knowledgeable and proficient, open, have vested interest and steadfast. Therefore leadership reliability means that what leaders say is reflected on their actions. The words and action of the leader are constant. Once there is a discrepancy between the words and action, and what they make their followers do, a source of mistrust builds (Strand, 2011). The concern for aspect of trust does really touches fibre of leadership reliability and reflects on the values of the leader. If leaders' principles, words and deeds are in synch followers can put their faith in the leader and if they do not put their faith on the leader, it therefore implies that their leader is not trustworthy. Personality trails the authenticity value, remaining steadfast to the truth without improvising and to envisage a different character, make-believe or lie or misrepresent the truth. The persona of an individual would like to display the side that is best only of a person to the outside world. The mentally weak leaders maintain their concealed persona with the lip services

only while the actions displaying the true reflection of the weak minded person. The leaders with weak, perverse mind's and actions being directed by their subconscious shadow will find themselves wanting. When leaders' principles, talk and deeds are constant, their self-worth has matured into a resilient personality by accommodating and assimilating the shadow and these types of leaders can withstand the pressures from the environment and within themselves which tries to compel them into doing unethical things and still maintain their characters and self-esteem without being corrupted (Ketola, 2006). Sometimes leaders' words are consistent but the actions are not in line with the actions and this is not reliability of the leader. These leaders who have consistence in their words but yet their actions do something different from what they preach tend to have credibility problems in their organisations and the community at large (Ketola, 2006). The followers and the citizens wonder why these leaders do not walk the talk and they cannot trust anything coming from such a leader. The cause of such a scenario could be that the leader has no adequate leadership and managerial competencies to realise their targets. One scholar said that sometimes what appears to be like the leader is promising more than they can keep could be exact time when the leader walks the talk. Sometimes leaders who lack in reliability tend to divide the followers, those that agree with them get favoured and those that do not agree with them are victimised, denied access to information and speak evil of them. Some leaders who are lacking reliability could be best described as psychopaths are very cunning that they can easily take over the organisation using their charisma and hand it over to their network which have the sole aims of satisfying their personal egos and narcissistic needs. A typical example is what is known in South Africa as state capture where a network typical was handed over the state departments for the benefit of the individuals and their families. Such leaders always tries to squash any constructive criticisms and organised opposition, a case in point the mayor of EThekweni Zandile Gumede did that by firing and suspending departmental heads that appear not to agree with her on her values which are not in line with her action (Ketola, 2004). De Visser (2009), states [that there should be no politicians meddling in the managing of administration if the community are to get simple services impartially. This is reinforced by the schedule 1 of the Municipal Systems Act \(RSA, 2000:106\) which specifies that](#) councillors must perform the tasks of his/her department in a respectful and nonpartisan manner, with integrity with top notch of limpidity. Administrators must be employed on condition of their merit and competency rather than on the basis of relations and political affiliation. In concluding the discussion, reliability of a leader has been discussed to prove why it is important to have leaders who have reliability as a trait because with them their words and actions are consistent, and as such will always have to found focusing on their personal issues using the resources that are meant for the service delivery. Leaders who lacks in reliability cannot be entrusted with public resources as they are likely to misappropriate them in the form of fraud, bribery and embezzlement. Leaders who lack in reliability are so charismatic that they will have a circle of followers who believe in them and defend them whenever they are criticised for doing unethical things. It is very important that leaders must be of high leadership quality to be in a position to be the custodians of the public funds and for them to deliver on their mandate without being complicit. The leaders who are not reliable are part of the cause of poor service delivery because most of the time they use the resources for themselves and their followers instead of using the resources on service

delivery. The deliberate inconsistency between the leaders' actions, values and words are aimed at securing maximum political power by the leader by imposing strategies that sow divisions within the team and managing by virtue of the division and systematically capturing more or extra authority by removing those that have different views and principles which are antagonist in nature with those of the leader, and employing submissive followers even when they are in no doubt that the actions by the leader are unethical. There are social norms that guide us in what we do and these norms are sometimes called ethics. When leaders observe and respect the ethics of their profession and conduct themselves in an ethical manner. Knowing what is right and wrong and doing exactly what is right is the name of the game. The next section will deal with the ethical characteristics of leaders.

## 2.6 ETHICAL

Ethical derived from ethics which has its origins from the Greek word "ethos" meaning custom or character. It is focused with defining and recommending moral desires and conducts, which propose that they are satisfactory and improper ways of conducting yourself that help as a purpose of moral values. Ethical conduct is defined as conduct which with decency and recognised as "good" and "right" as contrasting to "bad" or "wrong" in a specific circumstance. Leadership have to be ethical in order to be effective and prosperous over the long duration (Brown and Mitchell, 2010). Leaders should be duty bound to show top notch behaviours, principles and conducts that are social acceptable on a daily basis both on their talk and actions, which should truly reflect the core entrenched values of their organisation. Rickards (2007,187), stated "at the start of the decade, the Enron organisation collapsed, revealing corrupt practices that derived from the actions and intentions of its leaders. For some leaders, matters of ethics arise as an unwelcome intrusion into the pursuit of economic success." Leadership has a proper authority because they have enormous have influence above the everyday activities of other people and the actions touch the very moral fabric of the society as such they have a huge obligation over their shoulders to make sure that their actions are there to fulfil the interests of the society in truthfulness and the powers in vested in them are exercised prudently and to the best and honest of their abilities (Johnson, 2017). This concept like lawfulness, are related but the difference is that ethical leadership concerns stimulating oneself and the followers to do good using the norms accepted by the society. There are no written rules but sanity dictates what is morally acceptable from what is morally unacceptable. If one has to define ethical leadership, it is the demonstration of normatively fitting behaviour over personal [actions and interpersonal relationships, and the promotion of such conduct to subordinates through two way](#) announcement. In a layman's language, one could simply say this means that one should practice what one preaches. It also emphasises that the ethical leader must have confidence in the rule of law and communicate meaningful information to followers. One should demonstrate normatively the appropriate conduct through personal behaviour and relationships (Pardey, 2016). Ethical leaders should be incorruptible, must have people orientation that is respecting employees, power sharing and ethical guidance (Kalshoven, Hartog, De Hoogh and Annebel, 2011). If leaders exercise ethical leadership, then the followers will see a purpose to service the citizens they are supposed to serve, and will surely do their best to see that the needs of the people are delivered to them as they require (Kalshoven et al., 2011). Ferrell, Fraedrich, and Ferrell, (2015), mentioned that followers [learn moral or immoral](#) behaviours whilst functioning [with their](#) peers [and](#) mentors. Research has also found [that the](#) impact [of ethical](#) principles [of](#) leaders [on](#) their juniors

outweighs that of the colleagues (Mayer, Kuenzi and Greenbaun 2010), as employees have an inclination to go alongside with their leaders' moral resolutions to display allegiance (Ferrell et al., 2015). Leaders gain believability in the judgements of their supporters by acting as role models for a communal group (Bolden, Hawkins, Gosling and Taylor 2011). The champions of genuine leadership debate that to endorse the kind of moral integrity demanded by admirers, leaders must classify and elucidate their individual values and logic of resolve which assist as a charter for actions (Bolden et al., 2011). Aligning attitude with individual ideals, and frequently self-checking to make sure the prevailing of consistency, which will end up in limpidity of moral standing that will encourage subordinates, first to have trust in a leader's aptitude and intentions and to develop integrity in their own actions (Kouzes and Posner, 2006). In the absence of ethical leadership, leaders are framed by self-interest which lead individuals to treat followers as their means to their own ends (Sparrowe, 2005). The absence of ethical leadership result in the community continue suffering till the leaders start subscribing to the ethical values espoused by the constitution. Therefore the literature points out that ethical in leadership has a good influence to the followers and as such, will be motivated to do well in advancing the goals of their organisation. This fit very well in this study as we have seen that the conduct of the leader also has a bearing in the quality of leadership they will show, further if the leader is unethical, the followers will also be unethical and or refuse to take orders from the unethical leader and sometimes a situation where it becomes free for all becomes a reality when followers engage in impropriety behaviours (Sparrowe, 2005). This means that services will not be delivered to the community. If the leader is ethical, will send positive message to the followers and will motivate them to promptly deliver service to the community and even those would be fund donors for projects that are aimed to alleviate the communities. Organisations have gone down because of unethical leaders, leaders misusing funds for their personal benefits at the expense of the service delivery. Once leaders become unethical all hell breaks loose as all but sundry will be busy looting for themselves resources that are meant to develop the community and one cannot discuss leadership and service delivery without discussing ethical conduct in leadership. There are two dimensions of ethical ideology of leadership according to the ethical position theory. Relativism which pertains to the extent that individual situation is situational in their own moral principles and behaviours against being universal across the board and while Idealism is of the view that the contents of human knowledge are ineluctably determined by the structure of human thought and his is the stand point of the epistemological idealism and ontological idealism which is a view that epistemological idealism delivers truth because reality itself is a form of thought and human thought participates in it (Sparrowe, 2005). It could not be appropriate to define and discuss ethics as the end without considering the accountability of the leaders for their actions. Leaders must be respected by being accountable for their actions. The next section will deal with the accountability as a characteristic that defines good quality leadership.

### 2.7. ACCOUNTABILITY

Many people are in the business of holding others accountable- either because they have been empowered by their roles or because they have simply assumed the responsibility of making sure others are taking full accountability. The sins of dishonesty, arbitrariness, and lack of efficiency are intrinsic in governments can be rid of through exercised instruments of answerability. Our arrangement of accountability has two forms of group of institutions: either you, are responsible for holding others

to accountability and this group is called accountability and the other group which is the one that is held to accountability and this group we call the accountability holder (Bovens, 2007). The General Accounting Office observes that accountability is essential important for the organisations to prosper otherwise they can just go down Like the VBS Mutual Bank. Accountability is a backbone for good behaviour yet abstract idea. The term accountability its definition and features differ according to the circumstances in which it is applied. Those that are privileged with the authority, if they realise that someone or an institution is holding them to account, they know that two things are certain to happen if they do wrong. If they do things according to the book without underhand dealings, surely they know that nothing will happen to them while if they do dodgy activities they know that they will be either be fired from their work and even face imprisonment depending on the veracity of the transgression and will be according to the due processes (Bovens, 2007). Lawyers can convince the courts that they have a new interpretation of the laws so that the leaders can be held accountable for transgressions that happened long ago which by that time were not transgressions of the laws. Accountability is taking responsibility of ones' short comings in the execution of their duties Bovens, 2007). When leaders own up to their failings and transgression, they are being accountable. The leaders must also take account of the wrongs that were done by their juniors which are a product of delegation of the authority. The leaders can also themselves after or before being held accountable for the transgression due to their delegation hold the delegated to account if there is evidence that what the delegated was not what was told to do Bovens, 2007). Leaders should not use their authority to victimise the delegated because they have been discovered doing exactly what the leaders said must do. The International Encyclopaedia of Public Policy and Administration, Barbara Romack of the university of Kansas and Melvin Dubnick of Rutgers university defined accountability as a system where the a person is held to account for the poor work which might involve delegations of the power. It should be noted that the official meanings do not make reference to chastisement as a way of enforcing accountability but rather emphasise the accountability to reply and validate explicit engagements in the prosecution of their duties. Those that hold others accountable just have to catch someone doing something that is illegal and then they act (Daly, 2009). If it happens that those that hold others accountable discover that they have erred and claimed to have caught someone doing something that is wrong, when in fact they did not caught the person doing nothing wrong, they just say "we are doing our job and sorry for that, and in government you cannot be too careful you know". We do worry about accountability in government because public officials; elected officials; appointed executives, or civil will abuse their power allocated to them by virtue of their position in their organisations. One can be accountable for three things that is financial accountability: accountability for fairness and accountability for performance. The accountability for finances calls for the responsible person to manage and keep clean records of the transactions of all the finances that have been used, while the accountability for the use of power that they use their power invested in them properly without abusing it. They have to act fairly without taking sides and or being partisan (Daly, 2009). The accountability in the government, for performance, it measure the policies, programs and activities of the government as whether they have produced the results as designed to produce. To hold a public urgency accountable for the performance, we need to establish expectations for the outcomes that the

urgency will achieve, the consequences that it will create, or the input that it will have. Accountability for work standards must connote attaining work level that are a considerable level that will satisfy the customer and the organisation. Public leaders are responsible for the results. Leadership would keep records to demonstrate that it is making progress towards achieving these performance targets and would occasionally issue reports summarising the accomplishments and failures, employees who never lived up to their expectations would be disciplined. Applying results-based accountability systems needs that there be a mutual agreement among the stakeholder and the results being achievable with considerable effort and resources and the results matching the inputs (Tummers & Knies, 2014). The results must be measurable by all the stakeholders and are within the resources of those who will be held to account. The study is not about discussing the accountability in the same manner as discussed now but as a characteristic within a leader and that defines the leader in relation with their tasks they have to fulfil as a mandate. The aforesaid discussions were aimed to set the scene and differentiate the different accountabilities. The rest of the section will discuss accountability in the leader as a leader of the community and leader in general as a person with special characteristics. Accountability is not one sided but affecting both the one to be held accountable and those that are in the business of holding others accountable (Tummers & Knies, 2014). Those that are to be held accountable must also hold themselves accountable before they are held by others to account for their mistakes which could be either by mistake or purposely. If the leaders first hold themselves accountable without being held to account by others, the society and the stakeholders will put faith in the leader. True accountable leaders even without anyone realising that the leader's organisation has made a mistake will come forward and apologise and not take advantage of the audience's ignorance. This is what is called accountability. Accountability may also be a way through which individuals and organisations are scrutinised by the members of the society and the internal society of the organisation (Prichard, 2017). This taking of stock by the members of the society will make sure that the organisation keeps on checking its blind spots and constantly making sure that all in the organisations take accountability seriously and making sure that the goals and mission of the organisation meet the expected performance standards by the community and all stakeholders. Accountability is the ability to or commitment to elucidate and validate behaviour of oneself. In the public leadership behaviour, accountability leadership can be defined as encouraging followers to defend and clarify their deeds to the interested party (Tummers and Knies, 2014). This is one of the most important measures of the leaderships and their performance. If leaders are not accountable they can cause a lot of problems for the organisation, in this case there will be bad service delivery because the leaders who should be making sure that there is service delivery are themselves conflicted. If on the other hand leaders are accountable, there will be good service delivery because they are in charge of the situation. If an organisation where the leaders are not accountable, it becomes unmanageable as the leaders cannot hold others to account when they are not. This heavily cripples the service delivery in that the leader cannot hold the followers to account. Mantzaris (2014) stated that poor leadership results in lack of accountability, with the political actors manipulating the administrative offices in government. The leader must have a clear brief or terms of reference- so you know what is expected of you as a leader. The leader must know and understand the power and influence they have to the

followers and stakeholders. The leader must know to whom they are accountable and how they will account for their actions (Pardey, 2016). In a role position dictates that the leader must act in the best principle that reflect the position occupied by the leader and for the good of the organisation and even when the leader applies the power vested on them must do so in respect of the role and protocol of such role. The decisions that the leader takes must rational and of sober mind which reflects accountability and yield the expected and or required results without going out of the proper way. Those on power must use their authority efficient and effectively without abusing the authority. Leaders need to understand that decisions taken using delegated power in their name are their responsibility and they are to account for them (Prichard, 2017). Accepting responsibility has got some challenges as well and it is these challenges that the leader has to account for and strive to do the best using the right ethical means to get the final result. Knowledge in decision-making is the toughest portion of any leadership role, as it involves making decisions on some of the worst case scenario which should also be achieved using inline standard procedures and rules. Accountability is also about counting the cost, tangible and intangible. A culture of accountability is the results of a strong leader and accountability of the leader. Hold yourself accountable and the role model this behaviour for your followers (Prichard, 2017). If leaders are held accountable in retrospective accountability will deter the next person who was also planning to transgress the rules (McCall and Pruchnicki, 2017). Leaders must plan for prospective accountability so that they avoid mistakes before they happen. In a situation where there was an absence of accountability, restorative justice must be instituted to achieve accountability and how the trust that has been broken can be restored (Dekker and Breakey, 2016). Leaders as people who should make decisions tend to employ perceptual quick solutions, heuristics in to get round the along the intricate thought of probable results. The heuristics situation usually leaders to biasness which favours the current situation of the organisation which tend to overlook the accountability aspect of the situation (Royzman and Baron, 2002). On a political space, biasness is not is real and it manifest itself in many ways like the failure to implement policies and resulting in the collapse of the systems and departments and only when there is a big damage that is when the accountability kicks in but to a little effect because nobody wants to be held accountable (Howlett, 2014). The shifting of the blame results due to the political leadership's aim to remain in control reinforces the liability evasion tactics. While on the other side the answerability is intensely correlated to the ability of personalities to sufficiently evaluate expenses and welfares and the propensity of diminishing sunk costs. It can be argued that in advanced democracies, the leaders are held accountable by the electorate through voting systems, while it is true with advanced democracies, it is wrong with democracies like the South African where the majority of the electorate have either received elementary education or nothing and they cannot understand their power of the vote (Howlett, 2014). Another problem with South African democracy is that the electorate votes in tribal and ethical lines rather than in true competency of the leader. It must also be understood that being held accountable is not the same as being accountable for your actions. To be held accountable is being coerced into accepting the responsibility and accounting. To be held accountable to deliver services to the citizens they require. In the low income countries, citizens are failing to hold the leaders accountable because they themselves do not know their own rights and the leaders take

advantage of the lack of knowledge by the citizens and shift the blame. [Kanyane \(2013:127\)](#) expressed [the notion that South African public service is trademarked as devoid of accountability, good governance, and transparency; and is](#) regarded replete with incapacitated and unqualified employees who cannot achieve to their mandated services to the community. If the state stays on hiring unqualified and incapacitated employees and does continue to shun the community in decision making service delivery will stay elusive and as a pipe dream to the majority of the disadvantaged community. Kanyane (2014) stated that if the community has been involved in determining what they want, the staff will start demonstrating the characteristics of municipal honesty, integrity and accountability. The consistent strong leadership in the Municipalities is of paramount importance because it is here the citizens have to be supplied with the basic services they require on a daily basis for the survival. Resilient and cunning leadership is very important for the delivery of basic services while poor leadership condoning corruption, mismanagement, non-performance and misconduct lacks credibility and integrity (Kanyane, 2014). With all the characteristics that make leadership to be defined as quality cannot effectively achieve the desired goals without encouraging network governance where employees have to work with other departments to bring the services to the people. With network governance, employees interact with other departments to solve problems which could not have been their competence but of the other departments, the next section will discuss the network governance.

### 2.8. NETWORK GOVERNANCE

Network governance is an idea that was gained acceptance in public administration writings as mutually a term aimed at explaining idea and an authoritarian instrument to move public management towards the formation of apparatus to add value to the citizens (Lewis, 2011). Moreover, it is aimed to steer off from central ranked power and markets in the management of civic service (Bevir, 2009). The development such as financial plan sternness, the trade and industry and monetary catastrophe and condensed legality of the state involvement have inspired government employees to cooperate within themselves and other parties that have interest to solve the difficulties of modern-day public (Sorensen, 2009) The leaders gain more recognition for encouraging the employees to join the networks who are outside of their departments who are stakeholders including business, none profit making enterprise and communities (Dal Molin and Masella, 2016). Behagel and Arts (2014) stated "this has been seen to emerge from service delivery in water management, environmental protection, health services and educational leadership". As a result, network governance elucidates a transformed association between the government and citizens, where organisations are not uniform in under their authority above government properties and services, but have definite character in a range of other stakeholders. However, this paradigm has been criticised because it is perceived to be an extensive indication of [neo-liberal public management, where the government is scooped -out with jeopardy and obligation shifted to non-governmental organisations and allies \(Hatcher, 2014\)](#). This has magnified the [UK 2010-2015 Coalition Government's 'Big Society' agenda, where fiscal austerity was justified as democratic decentralisation \(Dowling and Harvie, 2014\)](#). Dowling and Harvie (2014) argued that "the network governance is another way of the government trying to remove its responsibility and give it to other stakeholders to do its roles. Network governance can energise organisations adding to provision of representative welfares over its sociological thoughtful of social collaboration. Of the two types of networks,

which are network governance and network community governance, they can assume various systems to get diverse goals, which can result in pressure among the recipients of the networks. [Research into the governance networks of educational leaders by Hatcher \(2014\)](#) has exposed that government [led networks](#) in the education system have removed political meddling on the formulation of the policies for education as the networks sometimes are perceived to be working for the government rather than the whole system and removing the participation by the public. It could be argued that such arrangements of networks could rather have detrimental effect because they will remove the most important element that of accountability. On the positive note the network governance make sure that the stakeholders share the different knowledge and experiences to solve the problems at hand. It does however affect the targets and goals which needed to be achieved because different people have been brought together with different targets and goals and are expected to come achieve. These people as they have different targets and move in different speeds, the targets will be affected. The network governance eliminates many democratic deficiencies by getting rid of the bureaucratic systems that would have been followed all the way to the top and down. Networks by emphasise the sharing of the accountability across the different network partners and this becomes very difficult to have someone to hold accountable in the event things do not work well according to the rules and procedures, (Gains and Stoker 2009). [Therefore, network governance and public value management are](#) jointly strengthening administrative and politically aware situation whereby the network governance is the vehicle through which the public value management is created (Shaw, 2013). The characteristics that are considered to create a quality leader in them are very important but however some other competences are needed to augment these characteristics for effective and efficient discharge of duties. The next section discusses these competencies to see how they can help leaders deliver good service to the communities in need.

## 2.9 LEADERSHIP COMPETENCES

These are some important leadership competences that are paramount to discuss together with the main characteristics of quality leadership. Leaders with good leadership qualities will still need the following competencies to discharge their services to the best of their abilities. These competences are very important for the leadership to have together with the characteristics that have been discussed above. The characteristics together with the competences make a leader more effective in the executing their mandates. The competences argument the characteristics that make a leader's integrity not be doubted by the followers. The competencies further make sure that the leader can do the tasks that they are mandated to do. The competencies will be explored below.

### 2.9.1 Anticipate

The majority of organisational leaders are incompetent on identifying profound risks and prospects on the margin of their organisation. Quality leaders in opposite are frequently scanning the environment, sharpening their capabilities to anticipate by skimming the situation for signs of revolution by talking to their stakeholders and listening to their problems and input (Shaw, 2013). The Quality leaders must have the aptitude to execute a thorough examination of the opponents and be in a position to pin point emerging fashions, consumer requirements, developing prospects in the industry environment, risks that would be deactivated. Quality leadership need to have the courage and confidence in action so that their visions are fulfilled. In the case of service delivery, the quality leadership must always be scanning their environment, trying to find out what the community is up-to and how to address their demands well in

advance before it becomes a problem. They must also be trying to find what other countries are offering as services to the community and be line with the trends as we live in a global society. The leadership must scan the community dynamics as their needs and demands constantly change especially in urban areas where there is an influx of people from rural areas (Schoemaker, 2013). The quality leadership is the one that keeps on questioning the status quo for its validity and efficiencies and how and why they should be maintained. The next section will discuss challenge as a competency the quality leadership must have. 2.9 .2 Challenge Strategic thinkers always question the status quo. They challenge their own and others assumption and encourage divergent points of view. Only after careful consideration and investigation of a difficult through many lenses do they take conclusive action. This requires patience, courage and an open mind. The quality leader must have the perseverance in pursuing goals and will continually and persistently try to find better ways of solving the current problems (Schoemaker, 2013). They are motivated by bringing solutions to the problems, using the available resources. Challenging the status quo help to generate fresh solutions to stale problems and improve the leaders' strategic decisions making. Once leaders have the mind of challenging the status quo, then there will be better service delivery without shifting the blame to the now dead apartheid, instead they will question why they are not delivering services to the community. The leadership will have to have the ability of interpreting situation and the ideas that have been put forward. The next section discusses the interpretation of the ideas. 2.9.3 Interpret Leaders who challenge in the right way elicit complex and conflicting information. Instead of instinctively seeing or hearing what you expect, should combine all the input that you have. The leader needs to recognise the patterns of the situation. The leaders if they strategically interpret what the community needs correctly, they are in a position to understand the situation and avert the situation that can end up being hostile (Schoemaker, 2013). After having the ability to interpret, the leaders need another competency that will make sure that they choose the right path of action and this is the next competency to be discussed in the next section. 2.9.4 Decide Strategic thinkers insist on multiple options at the outset and do not get prematurely locked into simplistic go/go choices (Schmitz, Raggo and Bruno-van vijfeijken, 2012). They do not shoot from the hip but follow a disciplined process that balances thoroughness with promptness, contemplates the trade-offs involved, and takes both short- and long term goals into account. In the end strategic leaders must have courage of their convictions- informed by a robust decision process. Strategic thinkers will always think of the best options of delivering quality services to the constituencies without being pushed by the citizens demanding the services. After having taken a decision to take a certain path of action, the leaders need to align the chosen action with the targets or capabilities of the organisation and this introduces the discussion for the next section which is aligning. 2.9.5 Align quality leadership must be dexterous at identifying common position and attaining buy- in among participants who have contrasting views and plans (Schmitz et al., 2012). This requires active outreach. Success relies on pre-emptive communication, trust building, and recurrent engagement. The leaders must identify key internal and external, stakeholders, mapping their positions on their initiative and pinpointing any misalignment of interests. Strategic leaders have the ability and capabilities to bridge differences of opinion, preferences and interests at a higher level. Besides generating new ideas and negotiating them with others in the organisation, a strategic leader

ultimately has to implement any new strategy adopted by the firm. This involves realigning internal capabilities to support the new strategy (Schmitz et al., 2012). The leader will have to use change management skills to affect this. Leaders must always be in the learning mood of new trends and technologies, challenges and failures and also encourages those in the organisation to learn also and this introduces the topic for discussion in the next section.

2.9 .6 Learn Quality leaders are the principal theme for organisational education. They endorse a culture of examination, and they search for the programs in both fruitful and abortive outcomes. They study failures – their own and those of others and their teams’ in an open, constructive manner to expose the hidden lessons. In most cases organisations, leaders have tendencies of punishing rather than learning from own mistakes and do good, which means that they can go to great lengths to uncover up their own mistakes (Schmitz, 2012). Quality leadership must be open and acknowledge their missteps. Leaders must institute after- actions reviews, documenting lessons learnt from major decisions and milestones and openly communicate the resulting insights. Leaders who have the quality characteristics can identify their own weakness and the areas that need improvement in the organisation. Quality leadership develop shared learning and improvement and the use of the company’s procedural and recollections by supporting intra-and extra organisational exchange of ideas that provides access to and inspires the distribution of knowledge about history, matters confronting the organisation in real time, and possible future. Organisational learning consists of determining the decisions appropriate at each point in the cycle and securing that knowledge for use in future iterations of the cycle (Boal, 2007). Quality leadership must guide organisations carefully across time so that learning takes place and yet does not overly curb organisational responsiveness. Quality leadership manage a delicate stability in time to keep their organisations poised on the edge of chaos, creating harmony between the past, and the future while developing the energy for action in the present. They are responsible for creating context within collective learning can occur, and, by extension, play a major role in the creation of cognitive consensuality. Quality leadership enhance cognitive networks consensuality by promoting intra- and extra-organisational dialogue, encouraging the surfacing of thoughts and assumptions, the creation of new ideas, and initiating collective action; they also actively shape the process by using their own life stories as an influence tool (Boal, 2007). The quality of leadership has dominated the discussion in a quest to deliver good service and the next section will be discussing the service delivery and its quality.

2.10 SERVICE DELIVERY Service delivery is the provision or distribution of basic services like water, electricity, sanitation, roads and refuses removal and infrastructure (Chen, Dean, Frant and Kumar, 2014). Fox and Meyer, (1995) defined service delivery as the provision of public activities, products, benefits, to satisfy the citizens. Poor service delivery is destroying the South African businesses and restricting growth. van Antwerpen and Ferreira (2016), purported that some government departments are failing because they do not employ enough qualified and skilled people. Service delivery is about the citizens that need the service to be provided, and they should appreciate the service rendered to them if it was what they required as consumers. The service should be exactly what the citizens’ want not what the leaders are prepared to deliver. In essence service delivery is about giving the community what they require in the most effective and efficient manner that will result in the satisfaction of the of the community (Siphumeze, 2015). The constitution of the republic

of South Africa ensured equitable and fair distribution of services to all South African citizens. The democratic government introduced the policies and laws that annulled the legacy of apartheid system. They employ people who reinforced the part that wins the elections no matter their qualification. Their support is their qualifications to hold positions of authority. Service delivery is the provision of the public goods to the citizens by the government, which could either be the local government, provincial government and or central government. In this study will be concentrating on the local government which is the lowest sphere of government and which is directly in touch with the community. The 1996 constitution of the republic of South Africa does not support unequal service delivery to the population. The apartheid laws and the existing municipal systems had ensured that the black majority could not reach health and basic facilities and their dignity was not respected (Netswera, 2014). The community expect the services to be delivered to them in non-racial, non-sexist and nonpartisan manner. The monitoring of service delivery needs thorough effective governance and administration. Service delivery is a legitimate right of all residents and particularly those who were previously disadvantaged (Boin et al., 2016). As a result, some campaign slogans like batho pele which simply means service to the people have been coined to emphasise the importance of service delivery to the poorest of the poor. This initiative aims to make public servants to become service orientated, to pursue excellence in service delivery and commit them to continuously improve service delivery (dpsa, 2017). The government has also sets values for changing service delivery with respect to the discussion, service standards, access, courtesy, information, openness and transparency, redress and value for money. The government in the presidential local government summit 2016 reiterated that the provision of the services, like clean drinking water, sanitation, electricity, refuse removal and the provision of roads are basic human rights enshrined in the constitution for the Republic of South Africa (Cogta, 2016). The document further stated that though there is improvement in service delivery, there is a need to educate and where needed, enforce the implementation local government mandate of service delivery and functional municipalities which are a capable machinery at local level that can create a safe and healthy environment that is sustainable and economical where citizens can live and work safely. The government has progressively improved the living standards of the citizens by making sure that more households receive the basic services as depicted on the figure 2.1. Figure Error! No text of specified style in document.-1. The rise in municipal provision of basic service Source: statistics South Africa census data The table 2.1 shows that there is a steady increase in the access to the service delivered in South Africa. There is still a lot to be done to completely eradicate the areas without the basic services. The government has over the years came up with programmes that are aimed at helping the local government to eradicate the backlog of the areas without the basic services including a toolkit and turnaround strategy which are aimed to improve the service delivery and the government does agree that it is in these areas that they fail the community (Cogta, 2016). The presidential local government summit did mention some points which are the failures of the local government's representatives resulting in either poor service delivery or non-delivery of services. They believed that the inadequate or non-delivery of services are due to the breakdown of trust in the institutions and councillors by communities. Social distance by the public representatives is a major cause of concern resulting inadequate public participation and poorly functioning ward councillors and committees. The

so-called service delivery protests are a reflection of community frustration with the failures by local government to deliver on the promises, especially in economically marginalised communities who experience real or perceived indifference from government officials and politicians. While these protests have generated a negative narrative and perceptions for municipalities, we must recognise them as a serious indictment of our ability to serve our people (Horvath, 2016). It is argued that transformed local government needs to be measured against its commitment to continuous service delivery improvements (Horváth, 2016). It is the quality of leadership that will give vision and direction to the followers at the same time engaging all the stakeholders be part of the service delivery chain. If there is weakness in the leadership, there is likely to be no service delivery to the community (Mphako, 2013). To live up to the batho Pele pledge, leadership qualities are needed to improve service delivery in the local government, adjust to the ever-changing demands of local authority. From the newspapers and news bulletins appearing on televisions, it is clear that demands made by the South African communities for service delivery from municipalities have escalated. Complaints and demands for service delivery, water, electricity, roads and housing are hitting headlines as protests and roads barricades become fashionable. Nkomo (2017) stated that to achieve success, specific leadership skills are needed to improve service delivery in local government in South Africa. More specific skills are needed to address the ever changing demands for improved services placed on local authority as well as the need to address the inequalities of the past. Achieving these objectives also calls for skills in establishing of public-private partnerships and small, medium and micro enterprises. There is a need of developing new leadership skills at the same time avoiding conflicts of interests, leading strategically beyond boundaries yet keeping firm sight on the vision. In the following paragraphs, the models and the failure of service delivery to some portions of the society shall be dealt with. There is a perception of political and systemic weakness involving lack of qualified staff, capacity, performance and accountability at the local level of government which already deals directly with the citizens, and their failure to have good enough capacity, leads to residents' dissatisfaction with the local government. According to research done by Nkomo, there is insufficient service delivery across the country with statistics showing that 65% of residents have refuse removal once a week while 81% have good or near good sanitation (Nkomo, 2017). These statistics as well known that survey do not cover the whole area of population but based on the sample size; there could be more places that have no basic services. The majority of the complaints by the community at various levels of governance have result due to poor leadership. Research by other scholars showed that more than half of the South African municipalities are performing poorly while 56% of the population feel that roads are badly maintained (Makhafola, 2018). Normally it is the procedure that when residents or citizens feel that the elected representatives are not doing their mandate, they be removed from their position by voting during elections but however residents decides otherwise. They resort to effect the political mandate to their leaders by way of demonstrations, picketing, toy-toying, protests, and road blockading by burning tyres, looting, refuse and any other objects they can get their hands on trying to force accountability of the leadership or force them to resign from their elected positions. Sometimes they leave a trail of destruction on their trails. According to research by Afrobarometer, many structural barriers to good service delivery remain, when you are privileged you will have the good service and while those that are working

and earning a better salary move to the areas that were earmarked for the privileged white while they leave the poor areas. The research also found out that local government might be perpetuating the legacy of apartheid era of spatial design of most towns and retarding integration and quality service to the disadvantaged communities (Nkomo, 2017). It is true that the local government is perpetuating the legacy of the past in that meanwhile they criticise the past, they have done nothing to reverse the acts of separate development. Whatever they build as a way of redressing the past does not even match what was by the apartheid government for the poor black communities. What they are doing is to use the will and wish of the communities to access the resources and the areas that were previously built for the white communities. Service delivery includes sanitation which is the removal and disposal of human waste from the society and this introduces the topic for discussion in the next section.

### 2.10.1 Sanitation

Sanitation delivery in the urban township of the sub-Saharan African (SSA) countries has been a chronic issue, and very difficult to solve of which South Africa is part. Under the millennium development goals (MDG) the sanitation target in urban-sub-Saharan Africa was missed by a huge margin and witnessed almost no improvement. Most urban residents in the region lack access to basic sanitation. At present only 41% of the urban community have access to individual household toilets and more than half of the urban population lives in shanty towns where sanitation is either not there or is very bad becoming health hazard (Buckley and Kallergis, 2018). According to the World Health Organisation (WHO), the progress indicator for sanitation in accordance with the MDGs is defined as the proportion of the population that uses improved sanitation facilities, in both the urban and rural communities (WHO, 2008:2). The WHO further defines the unimproved sanitation as the one where the citizens uses buckets, flush or pour-flush to elsewhere (like rivers or drains), pit latrine without slab or open pit and bushes for defecation. On the other hand, they defined improved sanitation facilities as flush or pour-flush to piped sewer system, septic tank, ventilated improved pit latrine, pit latrine with slab and composting toilet. There are three types of sanitation facilities as per the WHO/UNICEF Joint Monitoring Programme (JMP) which are namely limited, basic and safely managed. The limited sanitation systems are the facilities that are shared by the members of the community, they are called that because the JMP does not want to use the word shared which is more appropriate because they are communal. These types of sanitation facilities are prevalent in the area of the study. There is one or a set of facilities that are placed in one place serving a population of more two hundred people. As these facilities are shared by the community, they are not the best facilities to use because most of the time they are filthy and maybe are cleaned once a day or a week. These facilities only help in that the community does not have to use the bush for relieving themselves but however hygiene wise they are not the best option. These facilities are provided by the municipality (Cheng, Schuster-Wallan, Watt, Newbold & Mante, 2012). These facilities are the best in the sense that they are water borne and once the person relieves themselves they flush and the rubbish goes. They don't attract flies when they are utilised correctly, and they don't smell. According to the South African General Household Survey 2016, these facilities are more sanitary. According to the WHO standard of improved sanitation, these facilities must therefore prevent human coming into contact with the human excreta and ensures that the method of disposal are controlled and environmentally friendly, ensuring maximum protection of human health and wellbeing. Though they are regarded as more sanitary in

nature, they are however far away for other users and which means that the users' safety is compromised as mugging is a possibility. While they are said to be sanitary, they are closed and locked during the night meaning that the residents cannot utilise them during the night and should find alternatives (Maria, Acero, Aguilera & Lozano, 2017). Alternative in this here is going to the bush for relieving themselves which is not good also. Statistics from WHO shows that 88% of cases of diarrhoea worldwide are attributable to unsafe water and unhygienic environment, and they result in more than 1.5 million deaths a year, mostly in children. Cheng et al. (2012), with their study found that there is a relationship between maternal, infant and child mortality due to the lack of access to water and sanitation. Research has found that building infrastructure in low density suburbs is 1.5 more expensive than in high density suburbs and then why is it that the high density suburbs are the ones with little infrastructure?. It cannot be disputed that fast and spreading urbanisation exert enormous [pressure on the municipal finances and provision of basic infrastructure](#) (Maria et al., 2017). Another set of facilities that are the basic facilities which are safely managed are sanitation facilities servicing a single household. This sanitation is either water borne or just pit latrines dug by the households. The basic pit latrines dug by the households have a problem of breeding flies that are prone to spread bacteria. These facilities are a health risk because they are the breeding place for the bacteria. In the area of the study, the majority of the people are using these facilities. To the surprise, you find that the pipeline passes a few meters away but there is no reservation for the sewer connections so that the community can just join their sewer into the main pipeline. The reason for the lack of proper sanitation in the area could be attributed to the leadership of the area not knowing the importance of the proper sanitation. Poor sanitation does not just impact the affected communities; it does the whole nation in that more resources must be directed into primary and secondary health care at hospital treating the same people (Zhou, Zhang, Yan, Odey, Mang, & Uddin, 2018). If there was proper sanitation the health welfare of these communities could be in a better improved level. It is true also that [proximity to basic services](#) like clean drinking [water, sanitation facilities, solid waste collection has a direct impact on the mortality, rates and economic productivity](#) (Maria et al., 2017). [Access to improved sanitation forms the bedrock of infrastructure deprivation for the poor urban households in Central America](#) and as well as here at home. [Improved sanitation systems, such as septic systems are more common but](#) lot of households don't have them. Providing sanitation facilities in high density suburbs, poor urban settlements are a challenge for the governments with technical, economic, social and environmental issues. Zhou et al. (2018), stated that to [inspire action to tackle the global sanitation crisis, World Toilet Day, which was established by the world toilet organisation in 2001 was declared an official UN holiday in 2013. President Xi Jinping of china proposed "toilet revolution" in China's rural areas in 2015.](#) Provision of sanitation in South Africa is a constitutional right for the citizens but why then these people are denied their fundamental right to proper and safe sanitation? The government committed that all the pit latrines be emptied every five years but the municipalities are not implementing this, meaning that those utilising the pit latrines must once the pit is full close it and dig another one in the yard leaving the whole yard with an unstable ground for building good housing structures. These people are forced to come up with their own ways of building sanitation facilities like those already explained. At times those that are closer to the stream and have

water at home connect the sewer pipe to dispose their faeces into the river which is hygienically and environmentally unsafe. Such self-help human waste disposal is one of the causes of gastrointestinal illnesses linked to seasonally varied microbial contamination (Kelly- Richards and Banister, 2017). From a political perspective, the water and sanitation should be a top priority and not just a matter of urgency which could be talked over but with no action done. At the 2000 Millennium Summit in Johannesburg, sanitation was placed as a developmental target in its own right alongside water which is very vital for the achievement of the eight MDGs (Zhou et al., 2018). Water and sanitation are two of the most important indicator of good health to the citizens, citizens that do not have access to clean drinking water and sanitation that is safe have health problems. This is evident, when you go to the clinics around the area of the study you find huge queues of people attending clinic with different complaints ranging from diarrhoea to other serious illnesses. If you go to the clinic in affluent suburbs the opposite is true and one could say the numbers of people attending these clinics are due to illnesses related to poor sanitation. A good attention by governments on water and sanitation schemes in propping up public health is necessary (Cheng et al., 2012), worsening of which the three of the eight MDGs will not be met. Sub-Saharan Africa has the lowest proportion of improvement and exposed excretion in bushes continues to remain high. In countries like India, 55% still do not have access to proper sanitation. Significant policy development support to the Water Supply and sanitation (WSS) sector is also demanded to enhance the ability of countries to translate policy into action and increase the momentum of fulfilling the MDG targets. According to Bhagwan (2015) the South African government has committed itself to providing 100% of its citizens by 2015, it has however managed to fulfil its MDG in providing water to most of the citizens but still lagging far behind in providing sanitation to all the citizens. Though Bhagwan believed that the government has reached its MDG in supplying water to every household in the country, it is not true that the government has reached this goal as some residents in the area of the study had never had water in their yard, and they have to travel for more than 500 metres to get water, which is only available for certain times of the day. The water research council (WRC) together with eThekweni municipality plans to install 600 units in the near future of the dry pit latrines that will flush with little water to just get rid of the human faeces, for this to be implemented it remains to be seen as the projects that are meant to be implemented to service the community end up having the shortage of the resources due to overpricing because those concerned in the procurement are complicit in their dealings (Motala, Ganda, Mti, Arends, Winnar, Khalema, Makiwane, Ndinda, Moolman & Maluleke, 2015) In South Africa, the slow pace of eradicating infrastructure backlog have failed to yield results of eradicating and or failed to address the backlog by half by 2015 as was the MDG target to halve access to clean water and safe sanitation (Motala et al., 2015). WHO found that the African countries are not moving fast enough to meet their MDGs health target and as such their endeavours at decreasing the load of cleanliness- connected illnesses are likely to flop till something is done to make use efficiently and effectively of the existing division resources. There should be a will by the government at all its spheres in South Africa to increase the budget for sanitation and water infrastructure and to overhaul the governance mechanism and make sure the procurement and use the free competition to select the companies that will be given the tasks of erecting the infrastructure. There was a research that found rampant dishonesty, councils which dysfunction,

unstructured public meetings, and bad monetary supervision that lead to uninterrupted adverse examination results. There is bad service delivery, and tasks such as mending holes on the roads, collection of garbage, up keeping of public places or repairing the places where the community had the capacity to build their own safer sanitary facilities they face a problem of the water which is only collected at a stand pipe a few hundred metres away from their homes. There is a new form of collaboration of the sanitation sector by involving an array of stakeholders, where the private sector also joins the bandwagon in the provision of the sanitation in one way or another (Van Vliet et al, 2011). This is the trend the world over though it might not have started in our shores but hopefully it will be sooner. The International Water Alliance (IWA) associated countries, including Africa, Eastern and Southern Asia, Middle East, Latin America and the Caribbean Region, Europe and China found that networks of knowledge sharing increases good practice and momentum in the delivery of water and sanitation programmes (IWA WOP Strategy, 2008). Sanitation does work well with running water for disposal purposes and this is water borne sewerage removal and this introduces the next topic of the next topic for discussion which is water provision.

2.10.2 Water provision The municipality's prerogative tasks are the legitimate obligations that are expected to accomplish, comprising water provision and other services and it has been mandated to provide enough services and to be sensitive to the requirements which are of essential in nature to the community they serve (Darvesh, Vaivada, Geffrey, Rasanathan & Bhutta, 2017). Because local government are at the coalface of service provision, they are mandated and duty bound to deliver public goods and [services such as water, sanitation, electricity, waste removal, shelter and the construction of roads](#) in the township ([Gordhan, 2014:8](#)) The availability of clean water which is fit for human consumption, availability clean sanitation is good hygiene practices which are very important for the existence and growth of children (Darvesh et al., 2017). Globally there are more than 2.4 billion people with not enough sanitation, 663 million have no contact to enhanced water sources and 946 million continue defecating in bushes (Darvesh et al., 2017). While there is great improvement in the urban area in terms of the water and sanitation, it is however still bad in the rural areas. It was better in 2015 because global statistics shows that 96% of the global population living in urban areas had access to improved drinking water sources while 84% of the rural had access to improved drinking water sources (Hunter, Macdonald & Carter, 2010). The statistics further tell that 82% of the global urban population had access to improved sanitation facilities while their rural counterparts amounted only 51% of those have access to improved sanitation facilities. The [United Nations \(2014:8\)](#) argued [in its MDGs report \(2014\) that much](#) advancement have [been made not only](#) in connection [with](#) eradication of paucity and famine, but also with the supply of water. [It is further estimated that over 800 000, children die annually](#) due to [preventable diseases caused by poor water, lack of sanitation and poor hygiene. Lack of water supply affect health adversely both directly and indirectly](#) as it impact on good sanitation and hygiene. Ultimately improvement in various aspects of water supply represent important opportunities to enhance public health (Hunter et al., 2010). The [right of access to](#) enough [water is accorded to everyone in section 27\(1\) \(b\) of the Constitution, which states that](#) "everyone has the right to have access to sufficient water". [Section 27\(2\)](#) necessitates [the](#) government [to](#) make judicious parliamentary [and other](#) processes, inside [its](#) present [resources, to](#) accomplish [the](#) broadminded awareness [of the right. Access to water](#)

indicates [that water should be both economically and physically](#) reachable. [Physical](#) ease of access [means that water should be available within a distance](#) that is short enough that children and the frail and those living with disabilities can reach with easy. The [water services Act, No 108 of 1997](#) guarantees [the right of access to](#) the [basic water supply by the citizens is protected](#). [The act further compels the water services' authorities to](#) make sure [that they develop and](#) adapt [the water services development plans](#) (WSDP). [To](#) accomplish [this](#) the local governments [are by the Act](#) required [to](#) see [that every citizen has the right of access to](#) clean drinkable [water](#). [The Act](#) stipulates [that the water services](#) establishments [are](#) answerable [to](#) the customers, regardless where they are domiciled. [Section 4 \(2\) of the Act](#) elucidates [that](#), even though [it is the](#) obligation [of the water services'](#) organisations [to](#) establish circumstances [within which water is to be](#) provided, this [must be done by](#) setting prioritise of [the interests of the](#) community. [There should be](#) sufficient setup [and the effective](#) upkeep [of](#) amenities [and](#) apparatus, [and](#) impartial [access even for under-serviced areas](#). Cost-effective [access](#) speaks of [the financial](#) charges related [with](#) [accessing water](#). [The](#) importance [of](#) clean drinking [water](#) and sanitation cannot overemphasised more than what has been done (Darvesh et al., 2017). The inadequacies of water and sanitation services burden the economy through low productivity accelerated by absenteeism due to sick workforce that is living in unhygienic conditions. Since water cannot be substituted, it is therefore at the forefront for any development that is sustainable and a key factor in the food production. Undeniable the absence of water negatively affects the personal and sanitation hygiene practices. Food needs washing before it is prepared for cooking and hands washed. Research has found that food that is not washed before preparation is likely to carry some bacteria that will end up the plate of a person. It is very difficult to speak about water without talking about sanitation because poor sanitation affects the quality of water and these are related. Water is needed to provide good sanitation while poor sanitation affects the quality of the water and the environment, infecting the sources of water with waterborne diseases which will in turn impacts the economy (Darvesh et al., 2017). The reason for limited access to improvement towards widespread access to sufficient water and sanitation comprise but not limited to [high population growth rates in](#) low income [countries](#), inadequate [rates of capital investment](#), teething troubles [in](#) suitably revolutionising [local water resources](#), [and the](#) lack [of](#) capacity by organisations obligated [to manage water supplies in urban areas or to](#) funding [community management in](#) the country side. Since there is evidence that poor sanitation and dirty water are the sources of high infant mortality, why is that the leadership of Ntuzuma not taking this as a serious undertaking that need urgent attention? To erect infrastructure for water and sanitation, and service the infrastructure, good access roads are a necessity otherwise servicing these infrastructure will be negatively affected and this introduces the top for the next section which is roads.

### 2.10.3 Roads

[Service delivery in South Africa is a](#) constitutional prerequisite. [The](#) roads in the municipal area are fulfilled through municipal structures Act 32 of 2000 and road infrastructure strategic framework. The provision of roads and streets in the urban areas is the prerogative of the municipalities and they are mandated by the constitution as the providers of roads and streets within the urban areas. One of the concerns about service delivery is the lack of roads and streets provision by the municipalities (Mamabolo, 2016). It has been attributed that cause of loss of business profitability, tourism and investments (Sebola, 2014, Duranton, 2015). Road

infrastructure has been a major concern for South Africa because the roads accidents happening on the roads are attributed to poor road surfaces. The road infrastructure in South Africa is also linked to disparities which are the relic of the apartheid government. The obedience with these frameworks is making sure the citizens of their right to equivalent value service delivery and the lack to stick to these lawful frameworks by the municipalities disenfranchises the citizen of their right to have good service delivery. The failure by the municipal to deliver on the services results in the community protesting and destroying the already there infrastructure costing the government more money in first repairing the damaged infrastructure (Mamabolo, 2016). It has been noted that the provision of the roads as a service to the previous disadvantaged is characterised by the provision of sub-standard service. It becomes very confusing to say previously disadvantaged because the same people that are called previously disadvantaged are still and even worse disadvantaged than previously were. It should be noted that roads provision should be considered an essential service for the socio economic development and should be jointly be shared with all the spheres of the government. Roads make areas accessible for delivery, transporting people and patients to hospital, transporting materials for building water infrastructure and sanitation. Given that some landscapes especially here in Durban is so rugged, that it restricts from free mobility and even worse for delivery vehicles. It is debated that the absence of distinguished collaboration and synchronisation of events by the three tiers of the government means that there is nothing that is going to be very little realisation of the service delivery mandate to the satisfaction of the citizens (Mamabolo, 2016). The municipalities by virtue that they are the closest to the community and constitutional mandated, they must always engage the citizens in participatory roles in the service delivery and not as people who should rubber stamp the ideas of the leaders. In most cases the leadership comes with project which they think are suitable for the community while the community has other ideas. Such type of engagement which does not truly address the community concerns results in the citizens feeling disenfranchised and hence protesting destroying the infrastructure that they find in their way with the intention of harming the leaders that they believe should be delivering the service to them (Escribano, Guasch & Pena, 2010). Research has found out that some delegated responsibilities of the local authorities are not easily achievable because the responsibilities are to be achieved without proper funding and limited power to manage and maintain infrastructure. It is not the limited power and funds but also the incapacity of the leaders and lack of political will to perform public functions in South African local governments (Mamabolo, 2016). It can be argued that the lack of service delivery and the failure to deliver is due to the unqualified, and shortage of skills by the leaders. The leaders are selected not in consideration of their academic qualification and skills but in consideration of how popular they are with the community and how they relate to those in power. Infrastructure determines the costs of transport in an area (Escribano et al., 2010). Good roads infrastructures are good and they attract investment in an area as the area will be accessible and lower the costs of transportation. Bad roads mean that goods can be delivered late at an extra costs and this is a minus to an investor (Gqaji, Proches, & Green, 2016). Township economy is encouraged by good roads and streets network that have signs and names. The Florida road in Durban is a case in point where investors open business along the road because the road is in good conditions and road signs and roads names are displayed. This makes life

easier for customers and delivery people as they can quickly find the place they want to deliver to or do business (Gqaji et al., 2016). Not maintaining and making good roads in the township of Ntuzuma G means that the community will remain poor and getting worse by the day. It could be argued that the leadership's lack of urgency in delivering service in the area is perpetuating poverty by design. The South African government has in many occasions reiterated that they need to revive the township economy but what fails them is the lack of knowledge that the road infrastructure that is good attracts investors. The roads that are poorly maintained end up being used as dumping places by the citizens because they want to authorities to see the rubbish as they drive along at the same time removing the rubbish from their homes and this introduces the next topic for the next section.

2.10.4 Refuse collection According to the Collins English dictionary, the gathering of garbage and waste, customarily in garbage trucks before final throwing away. Jerry (1986) defines the refuse removal as the pulling together, treating, and getting rid of the hard substances that is thrown away due to the end of its life cycle. The wrong method of disposing the community waste can create unhygienic situations and create environmental pollution leading to the outbreaks of vector-borne disease. Solid waste creation continues to be one of the challenging matters in both high income countries and low income countries. Solid waste generation could be attributed to the development and economic expansion and population expansion, where nations consumes more and disposing more. The more generation of the refuse add another burden to the already struggling infrastructure (Bundhoo, 2018). It is not the focus of this study to discuss how and how much refuse is generated but to discuss how it should be managed for the benefit of the citizens. According to the national Environmental Management led by Minister Edna Molewa: Waste Act [59 of 2008 stipulates that standards are required to](#) "create an impetus [to the right to](#) a surroundings [that is safe to](#) the [health and well-](#) beings [and that this condition be](#) implemented and maintained [uniformly throughout the](#) country. [It](#) further stated [that](#)"it is recognisable [that South Africa is a](#) low income [country and the](#) reason for setting [of standards is to ensure a service to all while complying with and safety regulations without](#) unreasonably altering present [creative](#) gathering practises [as long as they](#) work [well and](#) provide [a service of](#) satisfactory standards [to all](#) homes (Bundhoo, 2018). The act further affirms that the standards of domestic refuse are entrenched in the constitution of the republic of 1996, stipulates that the standards of domestic refuse removal must meet the current international standards as well the practices. The minister further contracts the act by putting by conditions on how the removal must be done by the different municipalities as she says "it is recognised that service levels may differ between areas depending on practicality and cost efficiency of delivering the service." It can be argued that in such a situation, the mostly disenfranchised and marginalised population will be the one to be affected most because the areas they have been designated makes it practically and cost efficiency difficult. They have been located by design in the harshest terrains with very little access infrastructure. These conditions will therefore will be seen as not cost efficient and practically difficult to undertake the services. It could be argued that such discrepancies in the application of the laws and policies results in the community fighting each other because the neighbours fighting over the refuse which should not behind each neighbour's backyard. Waste collection is very important for the refuse management systems that are effective. It has been noted that in most low

income countries refuse is just dumped alongside the road where it be collected and in most cases the refuse start rotting before it is collected. In south Africa there are refuse containers or dump places within the residential areas where the refuse worker will collect. Bundhoo (2018), started that in [Gambella Town –Ethiopia](#) trashes [are kept in](#) refuse [bags](#) before their final [disposal in open dumps or](#) landfills [after](#) they are collected and transported by donkey-pulled carts. [In Maputo –Mozambique the](#) garbage [following door-to-door](#) gathering [are](#) transported [to an](#) in-between gathering container [before being disposed at the municipal disposal site](#) (Tas and Belon, 2014). One of the reasons for low refuse removal is due to lack of the funding, which results in the few number of refuse removal trucks and staff. The refuse removal trucks are often poorly maintained and have regular breakdown due to numerous reasons from punctured tyres to mechanical breakdowns (Ferrari et al., 2016). It is stated that sometimes low collection rates are due to inaccessibility or roads or streets which not be drive on by garbage trucks for waste collection and at times the low collection rates are due to the illegitimate discarding and incineration of the rubbish by the community themselves (Din and Cohen, 2013). Those that dump their refuse in bushes, rivers and burn it say, they do it because of low collection rates and or the bins are very far, while in many low income countries, the citizens burn, bury it in their backyards and or compost it to just get the hustle out of their lives because of low refuse collection. There cannot be an over emphasis of the results of irresponsible dumping and refuse accumulation and these are good and sacrosanct reasons for the municipality to collect refuse regularly. Some of the dangers of irresponsible refuse disposal are gas formation like methane, vector borne diseases, and the release of toxic gas due to burning which could have permanent health issues. Bad refuse removal also leads to the rats problems. There are some techniques of refuse management which can be employed which included reprocessing, creating compost by waste, [anaerobic digestion, thermo- chemical waste-to-energy \(WTE\)](#) technologies [such as](#) burning, [gasification and pyrolysis and final waste disposal such as landfilling, these are](#) the most prevalent method used in low income countries (Bundhoo, 2018). The fact that there is a problem of refuse removal, it is there important to note that poor refuse removal has some factors that cause poor service delivery and this introduces the topic for the next section for discussing.

## 2.11. CAUSES OF POOR SERVICE

The actions of the both the employees and those of leaders are the main cause of poor service delivery. The rest of the factors are the results of poor leadership and mismanagement of the government resources. Poor service deliveries does not just happen in a vacuum, but are due to the already discussed in the previous section and those that are to be discussed in this section. van Antwerpen and Ferreira (2016), purported that poor service delivery is caused by the employment of unqualified and unskilled employees but however the leaders are still the cause of the poor service delivery as they are the ones making policies and making sure that the policies are implemented. It has been discovered that there are also other factors or behaviours that contribute to poor service delivery. Some are by default designed by the leadership to create that poor service delivery machinery, so that the leadership can hold onto political power. More detailed discussion of the causes of poor service delivery will be in the next sections of the chapter. One of the machinery used by leadership is the Selectorate theory which is discussed below in detail.

### 2.11.1 Selectorate theory at work.

To answer establish what causes and why there is poor service delivery in the area of the study, the Selectorate theory needs to be

explored as previous research has explored it and it did answer the questions of why there is poor service delivery and in this study, it is relevant. A group of people with an interest in picking leaders and with chances of attainment of access to exceptional rights provisioned out by leaders. [Even if political leaders](#) are given [all the](#) tried [and](#) tested [pieces of information, and](#) are well aware of their importance in relation to the circumstances, they will still fight their way not to adopt the theory so that they aims still remains relevant. The leaders do not implement good grounded theories because they want to [remain in power for](#) a [long time](#). The leaders act in institutionalised logic of political arena that has a simple goal of keeping in power (Király, Köves and Balázs, 2015). The leaders [are not](#) just [following](#) the [rules of the political game, but](#) assumed [the](#) control; [they are](#) vigorously tangled [in](#) altering [the political](#) ground [in order](#) to reduce adverse opinion and serious [inputs coming from the public and the environment](#). The winning coalition that keeps the political leaders in office in exchange they receive privileges in the gifts depending on how large the group is. Király et al. (2017) stated that [Selectorate theory is not about how responsible leaders can emerge but raises a more pessimistic question of how it is possible that authoritarian, irresponsible, even downright cruel leaders totally neglecting the welfare of their people are able to remain in political power for long periods of time](#). Mesquita and Smith (2010) argued that the [bad behaviour is almost always good politics](#). The most significant declaration of the Selectorate theory is that the core inspiration of political leaders is to continue to be in control with all conceivable means existing in their political setting. Leaders don't try to maximise the effort of diverse communal [groups in](#) party [-political decision-making which would](#) have outcomes [in a more](#) involved, intentional [and](#) dispersed kind [of leadership](#). Leaders frequently try to minimise their reliance [on society in general and on](#) precise [social groups in particular](#), the reason being that they have understanding and well equipped with the necessary [knowledge of the](#) challenges [and](#) chances [of their political](#) scheme [and](#) deliberately [and](#) tactically [aim to](#) spread [their aim of staying in office](#) (Mesquita and Smith, 2010). Leaders [spend the revenue raised in a manner designed to help keep incumbents in office, especially by sustaining support among members of the winning coalition. They provide mixes of public and private goods and the private goods are distributed only to members of the winning coalition and](#) only when the number of the winning coalition increases that's when the public goods are provided to all. All actions taken by political leaders are intended by them to be compatible with their desire to retain power. The community focuses on the influence of elected representatives, and assume that citizens as a whole have limited monitoring capacity. Politicians are eager to win the electoral support of selected interest groups, and they induce public managers to incur excessively high expenditures in favour of these groups. The need by the leaders to stay in power leads them to creating departments that are full of maladministration. This introduces the discussion for the next section. 2.11.2 Maladministration Maladministration is a behaviour [of a public officer, or a practice, policy or procedure of a public authority, that results in an irregular and unauthorised use of public funds or substantial mismanagement of public resources or](#) behaviour [of a public officer involving substantial mismanagement in or in relation to the performance of official functions](#). Maladministration is not limited to the above but does include conduct resulting from impropriety, incompetence or negligence. Maladministration is not in itself a criminal undertaking or behaviour. Maladministration and or gross mismanagement creates an atmosphere for other serious criminal undertakings like corruption

(Graycar and Sidebottom, 2012). Maladministration results in failure to deliver service on reasonable standards of performance in the discharge of duties. Four results of maladministration are substantial delay in provision or giving misleading or false information. Maladministration could result also in improper practices regarding expenditure of municipal funds and very poor record keeping and negligent or incompetent actions taken by staff. In most Latin American countries, the history of inequality between the Elite European descendants and the indigenous population is rife, politics are often deeply rooted in patron-client systems where the privileged control access to the state and distribute favours to the under-privileged. These characteristics and behaviours continue to distort service delivery (Graycar & Sidebottom, 2012). Today in South Africa there is a new class of the elite that evolve from the previously disadvantaged and they have associated themselves with the historically elite and all the resources of the government that are supposed to service the disadvantaged are used to perpetuate the status quo. Research findings suggest that legislative accountability and oversight are so weak that they are somehow causing poor service delivery because there is no one holding the leadership accountable. The weak municipal service delivery management systems are eroding the value of investment in infrastructure in both poor and rich areas. Apart from the quality of leadership causing poor service, the leaders are also failing to deliver on the most wanted services because they find themselves in the media for the wrong reasons that have nothing to do with the service delivery but with the facing allegations of wrong doings. These wrong doings are a result of unethical, dishonest behaviour and the lack of integrity. Anon, (2018), wrote "Durban mayor Zandile Gumede under investigation for graft" such reports are not good for the leader as the leader will be detracted and spent most of their time trying to get out of such a situation or clear their name. Indeed the situation is of their making because they lack the qualities of good leadership. To deliver good service to the community the local government needs to employ competent and skilled employees who will understand their mandate and the urgency of delivering the services as they are expected by the community. If the local government is delivering the all services expeditiously it will be regarded as responsive and emphatic to the people. Maladministration is becoming a breeding ground for other more evil behaviour like corruption which is discussed in the next section. 2.11.3

Corruption The Concise Oxford English Dictionary of current English defines corruption as decomposition; moral deterioration; use of corrupt practices like bribery; perversion from its original state. There are many definitions of corruptions and their forms which manifest themselves in our everyday lives. Corruption is undoubtedly a global phenomenon that threatens the developments and prosperity of nations throughout the world. The [Organisation for Economic Cooperation and Development \(OECD\)](#), UN Convention and [the National Anti-Corruption Summit agreed on the following as the different forms of corruption:](#) (a) [Bribery; involving promise, giving of benefit that improperly affects or intends to affect the cause of decision of the public official](#) or any person of authority that could be regarded as an agent as per the principal agent theory. The aim of the bribe is to influence the decisions to favour a certain situation or person. (b) [Fraud; involves actions or behaviour by a public official, other person or entity that fool others into providing a benefit that would not normally accrue to the public official, other person or entity.](#) (c) [Embezzlement; involving theft of resources by persons entrusted with the authority and control of such resources.](#) (d) [Extortion; involves coercing a person or entity to provide a](#)

benefit to a public official, another person or entity in exchange for acting in a particular manner to defeat the system. (e) Abuse of power; involves a public official using his/her vested authority to improperly benefit another public official, person or entity or to improperly discriminate against another person, official or entity. (f) Conflict of interest, involves a public official acting or failing to act on a matter where the public official has interest or another person or entity that stands in a relationship with the public official. (g) Favouritism; involves the provision of services or resources according to personal affiliations of a public official. (h) Nepotism; involves a public official ensuring that family members are appointed to public service positions or that family members are awarded contracts. The principal agent theory is a good example of how corruptions are perpetrated (Kayode, Adagba, & Anyio, 2013). The government is the principal and the public official is the agent and because the agent is acting on behalf of the government who is the principal in utilising the resources of the government for the benefit of the citizens get involved in activities that have no benefit to the citizens but to the agent in their personal capacity. The Principal- Agent theory assimilated from Batley (2004:38) scrutinises organisational relationships as a tension between the "Principal" who demands a service and the "Agent" who provides it. Kayode et al. (2013), concur that in the politics corruption happens at the highest levels of political authority amongst politicians and political decision makers who happens to be the law makers and in the business of making legislations and implement the laws in the name of the citizens. The South African populace has had on many occasions the politicians saying they are making the lives of the people better but at the end they are the ones getting filthy rich with the government resources while there is no service delivery happening. Corruption in South Africa rears its ugly head on almost every activity that involves the spheres of government and the office bearers of those offices and it takes the forms of private use of public resources, bribery, and favouritism. South Africa got 45 points out 100 on the 2016 corruption perception index released by Transparency International (Krsteski, 2017). Krsteski (2017) stated that the Corruption index In South Africa averaged 46.97 points from 1996 until 2016, reaching an all-time high of 56.80 Points in 1996 and a record low of 41 Points in 2011. Corruption happens when individuals buy their way through in the tender process with the government or the municipal employees getting involved in the corrupting the process that has the aim of bringing the services to the community, resulting in the awarding of the contracting to a dodgy company with highly inflated prices. The awarding of tenders due to preference results, in the work becoming very shoddy and substandard because the resources have been channelled to the pockets of individuals (Krsteski, 2017). A case in point where corruption showed itself was when the law makers used travel vouchers worth R18million for personal use and this scandal was named Travelgate scandal. South Africa scored very low for its capacity to prosecute government official for misdemeanour. Of the reported corruption cases 43% involved abuse of state resource by the government officials (Bloom, 2010). It is expected that the majority of the citizens have not paid a bribe to access public services. The public are however aware that politicians and government officials channel public funds away from service delivery into their own pockets. A report by Edward Nathan Sonnenbergs, which is documented, fraud and malfeasance cases presented to parliament and contained in public commission reports, found that the amount involved increased from R100million in 2006/07 to over R1 billion in 2011/12. This is

shocking and is [evidence that](#) there is lack of accountability for maladministration and corruption (Krsteski, 2017) Some scholars came up with a term [called](#) "rent seeking" which [is the extra amount of money being paid, over what would](#) have been [refunded for the best alternative use, for something or to somebody](#) (Brandt Hjertstedt and Cetina, 2016). Accepting corruptions to exist as if it is a good practice threatens the [productive activities to become](#) stifled [and at the same](#) measure damage [investments and growth](#) prospects. Corruptions as has been witnessed affect the [allocation of assets providing benefits to](#) the [groups who already](#) benefited and depriving the groups that are disadvantaged. Corruption cannot just go away by itself but need those that are not corrupt to take a stand to expose those that are benefiting from corruption (Brandt Hjertstedt and Cetina, 2016). Some call corruption cancer because it is very hard to eradicate In South Africa corruption is taking many different forms sometimes taking the forms of economic emancipation whereby the lobby groups use such terms to loot the resources of the government for their personal benefits and sometimes claiming to redress the imbalances of the past. In the African countries, corruption has proven to be devastating and hampering development. Due to corruption most or all the state owned enterprises (SOE) are failing dismally such that they cannot function properly without cash injection from the government and other creditors, with Eskom having been bailed out several times (Fin, 2018). The DA member of parliament Natasha Mazzone said in the parliamentary debate, the South African, (2018) "total collapse of state-owned enterprise under Minister Brown and that the SOEs are owing suppliers more than R1.532 billion with unpaid invoices totalling 61 063". She further stated "the shocking figures point to nothing other than a complete lack of oversight at National level and gross mismanagement at the entity level, both spearheaded by the Minister". What does this mean, it means that there is corruptions that permeated the system and those that are entrusted with powers are embezzling the resources for personal uses. The leaders in the forefront of corruption are so manipulative that they make the ordinary people believe that they are being victimised for trying to bring the service delivery to them and [redressing the imbalances of the past. The](#) majority of the citizens are so gullible that they continue to vote for the corrupt leaders regardless of their integrity in question. African leaders like [Mobutu of the democratic republic of the Congo](#), who had amassed through corruption wealth which is more than the country owes in foreign debt (Brandt Hjertstedt and Cetina, 2016). Brandt Hjertstedt and Cetina (2016) stated, "there are some African states [known as kleptocratic, or](#) "vampire" [states, which has zero interest to work for the citizen's best interest, and conquer as much profits and wealth of the country as possible](#)". Countries that are [the](#) highest in corruption like Nigeria, have no good usable public goods like road infrastructure because the resources end up in the pockets of the politicians and public officials (Kayode et al., 2013). To draw a parallel to our South African scenario with the Nigeria, the upgrading of Nkandla at the cost of R246 million is one part of the corruption that denies the community service delivery. At the time this happened, the R246 million which is the resources that could have built (8000) eight thousand low cost housing for the less fortunate or could have erected the sanitation infrastructure for Ntuzuma and Inanda and benefitted large portion of the community rather than benefit an individual. The law makers that should defend the interests of the country and make sure that the government resources are put to good use were the ones that were veraciously defending that there was nothing wrong with the upgrading of a

private home with such an amount of money. These bands of law makers always use the name of putting the citizens first while in reality they put their own interests first. The money created a shortage in the provision of services. The South African anti- corruption strategy is in line with the international approaches to eradicating corruption yet the problem of corruption and unethical leadership persist and increasing at an unprecedented rate. This is due to the fact that the people making those laws are themselves corrupt hence they design some loopholes to make the approaches fail. The South African government constitutes major public service provider to the whole nation and here is where the politicians and public officials misappropriate the resources and once it is compromised, service delivery will not go ahead. If these approaches were real and well implemented, then there could be a number of people who could be in prison by now, like those implicated in the Nkandla saga if they were real and genuine in eradicating corruption. If there are any arrests and prosecution, then it could be the little man who has got no authority whatever taking the heat for the big "fish" because the little guy is used as a fall guy. The question could be how you can eradicate corruption when you imprison the innocent and leaving the guilty party continuing the corruption. The South African, (2018), reported "Gumede was a key deal-maker in a multimillion-rand tender shocker. The report claims that she insisted on kickbacks from a group of contractors that worked on the R650m construction project". The question could be how does the mayor get involved in tenders which are dodgy and still remains a mayor without their party recalling her? The answer to this question is they defend each other so that they can continue to loot and those that are not corrupt they keep quiet because they fear that they will be campaigned against and lose popularity from the party and ultimately find themselves out of work. The President Cyril Ramaphosa had on several occasions talked tough on corruption but not even a single person has been arrested and prosecuted, yet the scourge of corruption continues. The continuous failure by the government and the ruling party to stamp-out corruption will not eradicate poverty, unemployment, inequality and service delivery problems, eventually the government will run dry as more and more people lose employment resulting in the shrinking of the tax base (Krsteski, 2017).

2.11.4 Lack of funds The funding of projects is the most important of all the aspects that might impact the service delivery. For service to be delivered, there should be funding's and it is this funding that make sure that the services are made available. Most municipalities in South Africa are lacking the financial resources to provide the services. The lack of funding and the ever escalating costs of infrastructure to facilitate service delivery, results in many developing countries just letting it go. The key sources of funding for the provision of the services are government taxes and revenues from the use of the services delivered and aid. Though the budgets are so small, they are compounded by inefficiencies and bottlenecks and corruption (Odaro, 2012). Corruption is one of the problem that dissipated the resources that are ear marked for service delivery resulting in poor service delivery.

2.12 RELATIONSHIP BETWEEN SERVICE DELIVERY AND QUALITY OF LEADERSHIP The lack of leadership skills and efficiencies are negatively affecting service delivery. Leadership plays a pivotal role in service delivery and the lack of effectiveness may deter the ultimate focused accelerated outcomes. Leadership plays a very crucial role in ensuring that the government's promises to the citizens are translated into practical reality (Siphumeze, 2015). When leadership competency are there, styles of leading functionaries may have own side effects on quality service delivery at much

improved rate (Thabethe, 2011). Leadership is the special skill of getting the followers to follow and do things willingly which the leader would like them to do, and this does call for special competencies, personal qualities and attitude to be able to get the followers to perform the duties (Thabethe, 2011). Strong quality leadership have the propensity to enable delivery of reformed service delivery, and have the ability to influence on the culture of the organisation and to do that the leadership needs to show quality leadership in their behaviour and in their actions. Leaders have to constantly engage the community in which they are responsibility to hear what the community needs as a service. They must have consistency which will help them to focus on the service delivery and the aspects that might crop up to hinder efficient service delivery. Leaders must ensure that all service delivery game plans and programmes result in the attainment of the planned end results and ensure that service delivery related problems that are faced by the citizens are attended to as soon as they are brought to the attention of the leadership (Siphumeze, 2015). African countries lack the leadership credibility and this manifest itself in the countries like Zimbabwe and Swaziland where Corruption is rampant such that it has destroyed all service delivery apparatus to a level that there is no more service delivery (Siphumeze, 2015). Leadership in the aforesaid countries have effectively destroyed service delivery to a state where citizens live in abject poverty and in squalor conditions. Leadership with the right capacity are able to drive their societies to economic development. Some leaders shy away from engaging the community in decision making thinking that engaging the community is time consuming as deliberations with the community debating on the issues of what they want most and urgently. Sometimes leaders over use their power and bring services which the community didn't need just because they have power and such actions results in the community protesting against the decision of the leader. Community protests are a result of the failure by leadership to deliver the necessary service to the poorest of the poor, contrary to the promise of a better life for all. Local leaders are blamed for the poor service delivery because they are perceived to be part of the problem. Services like running clean water, housing and sanitation are some of the demands the residents demand from the leadership. A citizen centred leadership is the way to go to get the public service aligned with the government priorities of service delivery. A leader should be able to direct and guide from the vision and strategies that are beneficial to the people, organisation and the followers and are there to lead and not to put their ends needs before those of the organisation. Leaders need to be exemplary of good conduct which could be modelled by the followers and should lead by the principles of effective leadership and conscious perspective (Thabethe, 2011). Leaders with deficit in integrity and other characteristics that made quality leadership in an individual are in most cases compromising delivery of the services. This is due to the fact that such leaders fail to model and earn the respect and dignity in their followers resulting in the compromise of the service delivery. For service delivery to improve as per the plans and goals of the government, issues such as resources, incentives, staff development, job satisfaction, support and motivation by the leadership need to be prioritised. The service delivery means meeting the needs of the public and this can be attained through human capital development. In order to improve service delivery the focus must be on leaders making sure that the institutional policies, systems efficiencies and efficient infrastructure should be made available (Service Delivery Review, 2006:106). There should be accountability, ethical conduct

and appropriate performance management linked to job descriptions and delegation of authority (Thabethe, 2011). The leadership has the responsibility to make sure that the recipient of services are informed and they have registered what they need delivered to them and not what the leaders want at the rate and pace acceptable. Leadership is very critical in success and survival of any organisation, be it the government department or any other organisation and so is the service delivery. There is good positive correlation between the good leadership and service delivery (Zvavahera, 2013). Leadership in organisations has to give orders and coordinate the work of group members and formulating interpersonal relationships with others, influencing followers towards the achievement of the set goals. Leaders, who have quality characteristics in them, can steer the organisation towards great success and the quality leadership is witnessed by the quality of results. Zvavahera, (2013) stated “getting the results through others and the ability to build cohesive, goal –oriented teams is the essence of a good leader”. If the leader is able to build a cohesive team which has a good vision and target, they will deliver to their mandated mission. Leadership is a skill that is aimed at achieving the organisational goals through the efforts of others. In this particular case the vision is to deliver the services to the public and if the leadership does not have the prerequisite skills and quality of leadership to sway and or influence the followers, there will be poor service delivery (Zvavahera, 2013). Leadership plots and oversees how the rules and regulations are applied effectively and efficiently to produce the best quality service to society at the most convenient time as required (Sifuna, 2012). Leadership that is complicity and entangled in unethical issues are more likely to have the followers disorganised, disorientated and unwilling to give their best efforts in the provisions of the services and have the municipalities performing dismally in service delivery resulting in community protests. Leadership that does not have the requisite skills tend to have paralysed coordination of activities which results in poor service delivery in the area of their jurisdiction. In areas where there is poor leadership, there is poor service delivery and the groups or the employees tasked with the responsibility of driving the services to the community perform very badly against the set standards. Effective leadership is measured through quality service delivery (Zvavahera, 2013). Leaders who display values such as integrity, trust and justice become beneficial to both the organisation and service delivery in both the short term and the long run. Such leaders are very critical for improving leadership as a discipline and furthering the set goal of the organisation (Pillay, 2014). Leaders in the public sector are by nature of their positions expected to maintain a level of morality and integrity which serves the interests of the community and simultaneously showing personal responsibility and honesty. The absence or of the leadership accountability or low accountability by leaders has a big effect on the service delivery in that leaders tend to misallocate public resources on projects they think are of value while the citizens think otherwise. Greater accountability results in better service delivery and more efficient allocation of resources to service delivery (Odaro, 2012). In the departments where there are strong accountability ethos, there is less corruption and maladministration.

### 2.13 SERVICE DELIVERY MODELS

The service delivery models are relevant in this study in that they explain how others had overcome their problems using them and could be useful in solving the current problems that are currently being unmet. Local governments are collaborating with the non-profit making organisations and the profit organisations to deliver efficient service

to the citizens. The [economic efficiency produced by competition is a fundamental premise underlying the practice of government](#) outsourcing its roles of providing the public goods to the citizens. Competition offers government agencies the potential for improved quality and reduced costs generated by market forces (Nel, 2017). The main aim for outsourcing [is to correct inefficiencies by involving the market to maximise returns on the taxpayer investment, improve government performance, and elevate citizens' welfare](#). Non-competitive public service markets can compromise efficiency gains and contribute to contracts transaction costs, because governments' needs to find and retain vendors and exercise greater oversight given the lack of discipline instilled in competition (Sithole and Mathonsi, 2017). Public managers need to [respond to competing demands from policy makers who support market based non- governmental service delivery as well as to citizen expectations of accountability and quality of service delivered which might be highly difficult to achieve in thin markets. Governments supply many public goods and services that are not efficiently produced in the private marketplace](#) (Sandford, 2016). [According to surveys conducted by International City/ County Management Association \(ICMA\), the percentage of municipalities experiencing inadequate vendor supply grew from 25% in 1992 to 31% in 2007 \(Warner and Hefetz, 2008\). Metropolitan core communities have more complex service requirements that limit the supply of private vendors, and large cities already enjoy economies of scale that can promote efficiencies in direct government delivery.](#) 2.13.1 [Contracting among municipalities can create a public market or service delivery when private markets are thin \(Warner 2011\). Managers may pursue intergovernmental contracting to increase scale or market power and to promote regional service integration](#) (Sanford, 2016). In terms of policy implications, when productive efficiency is the objective, full privatisation should be recommended, at least if corruption is not excessively widespread (Cavaliere and Scabrosetti, 2008). The distribution of control rights limits the capacity of politicians and bureaucrats to hunt their own private welfares. Coproduction is another concept that has been widely used in the provision of services, it thus [not only focuses on citizens' participation through the decision making or planning stage of the public service programs but also captures citizens' productive efforts in service delivery](#) (Schoute, Budding & Gradus, 2017). Some scholars argue that the coproduction will not easy the situation for the most disadvantaged because they have very little knowledge to contribute and hence this can increase the gap (Schoute et al., 2017). In an event where private partners are wanted in the service delivery, competitive procedures for the selection of private partners must be in place. 2.13.2 Municipal corporations The typical municipal departments [under administrative law, are tax-financed and subject to competitive budget distributions and is entirely dependent on the preferences of local elected officials \(Tavares, 2017\)](#). In our municipalities, this is the case where the politicians control and put preferences in the service delivery and project implementation. In most cases the political leaders come up with projects which the community does not need but benefits the leaders themselves. While in the opposite, the [municipal corporations can be described as standalone organisations which rely on revenues derived from fees, are governed by an appointed executive board, which have independent corporate status](#) (da Cruz, Carvalho & Marques, 2013). The municipal corporations [are single purpose](#) entities operating [under either private law or public law or both](#). Private law has a [high flexibility to enter cooperative agreements with the either the public or the](#)

[private partners](#), in doing this, their efficiency increases as they operate like profit making organisations though they are not. Empirical evidence from research showed that the municipal owned corporations (MOC) are more efficient in the delivery of services like refuse collection, water provision and transport services than the local bureaucracies (Voorn, Van Thiel and Van Genugten, 2017). It is concluded that MOC are a viable means for delivering some local public services for the local communities because of their abilities to initiating and managing complex contracts it is however not guaranteed that they will achieve the desired results as has been evidenced by the state owned enterprise in South Africa collapsing due to corruption. It is however found that though they are very efficient, they also have a high initial failure rates (Voorn et al., 2017). Tavares (2017) defined "Municipal Owned Corporation as single purpose public organisation, dependent on user fees with independent corporate status and governed by an executive board appointed by local government officials". They are autonomous yet they are owned by the municipality. Extricating politics from service delivery also has advantages. Efficiency may be impaired when politicians are involved in provisions of services, who may face incentives to sacrifice efficiency for increasing re-election chances (Shleifer and Vishny, 1997). The MOC can be jointly be owned by the public and the municipality and also shared with the private sector. This does have a drawback that may intensify the principal-agent problems, as the operator must serve multiple masters (da Cruz et al., 2013). Efficiency is improved by the introduction of private proficiency, encouragement of good management through profit incentives, risk sharing with the private sector, and limiting of opportunistic tendencies by the political body (Voorn et al., 2017). There is empirical evidence that if the MOC is employed, it is more efficient and effective than the municipality because it has the ability to attract private investors. Countries like Germany, Italy, Poland and many more employ many MOCs and research [in the state of New York found that](#) political leaders tend to see the use of the MOCs a loss of political control and [as a missed opportunity for credit claiming or as a blame avoidance strategy](#) and again in the same research it was [found that elected officials experiencing higher political competitiveness were more likely to choose public authorities to manage the service](#) trying to ensure [political stability across election periods to avoid blame in a politically charged environment](#) (Tavares, 2017). The most important gain of the [corporatisation of local service is the potential for capturing](#) the [economies](#) of the scales thereby achieving productive efficiency. After the 2008 financial crisis, MOCs have been seen as the ideal option of service delivery and there is a good trend of revisiting them [as a result of the adoption of the new, more stringent legislation concerning both their adoption and persistence \(sunset-type legislation\)](#). Contracting out and privatisation, as radical attempts to improve efficiency of public enterprises and authorities, have been debated in detail and implemented in different public service (Garrone, Paola, Grilli Luca, Rousseau and Xavier, 2013) Public choice recommends those measures that shield public managers from politicians who are active in serving certain interest groups rather than citizens as a whole (Garrone et al., 2013). Semi denationalisation and external directors have the prospective of decreasing management discretion, while inter-municipal joint undertakings are likely to protect municipal enterprises from political meddling. Incentives to reduce costs, and to supervise managers, are weak in public-owned enterprises. . 2.14 CONCLUSION Leadership behaviour is very important as a critical factor influencing idea generation in working context. [Leaders play such](#) a paramount [role because they both set the](#)

[goals for followers and motivate them, influencing the manner in which followers approach and accomplish those goals.](#) This simply says that if there is a leadership vacuum or lack of quality leadership, service delivery will be impacted heavily and negatively. The quality of leadership has got a bearing on the service delivery. It has been proven from the literature that the leadership can cripple the service delivery due to corruption, because they act unethical. Instead of putting the needs of the community, they put theirs first. The failure by the leadership to manage the followers and give them the vision, is one of the causes of poor service delivery. It is also been discovered that the leaders themselves can just decide not to deliver the services to the community because they want to stay in power for a long period. The quality of leadership is very at the core for any successful organisation because it set the vision in motion and then the followers carry it to the desired state. If there is bad leadership, then the followers will learn and emulate that from leadership and most of the time, both followers and leadership will be occupied in other things that have a negative effect to service delivery. The resources meant for service delivery will be channelled to activities that benefits the few connected. The service delivery models that have been discussed can also bring the situation to a more desirable state and in most cases reduce other nefarious activities that could creep to the systems. Researchers have proved that market forces if left alone are more effective in making sure that efficiency in service delivery happens. Only the best of the pack will be given the job of partnering with the local municipality, and the private partner is aware that any reduction of the level of service will result in them losing the contract. It has been discovered that the current supply chain systems in the municipality have been manipulated that the market forces are irrelevant, as there is preferential procurement which does not put efficiency, economies of scale and effectiveness into consideration but who can best reward them in their personal capacities. From the literature, it was found that the procurement systems are manipulated in such a way that the prices are highly inflated to benefit the leaders and their cronies and this act drains the municipality of the money that should be used on service delivery. Corruptions, partisans, poor leadership, the design to remain in power, lack of knowledge and wrong priorities are the main cause of poor service delivery. Corruption is one evil action that destroys the service delivery capacity and the resources. A lot of government departments are dysfunctional due to corruption which destroys the financial resources of the government. It further creates some bottlenecks in the system, depleting the refunding systems for personal goals. Lack of funding is another cause of the poor service delivery and without enough funding service delivery becomes hindered. Maladministration is another cause of poor service delivery as has been proven in the discussion. In the coalface of all these causes of poor service delivery is the human factor which is leadership which is unethical and lacking in quality leadership. All the factors that cause poor service delivery are important and real but the human factor is behind all the factors that cause service delivery, either due to maladministration, corruption, lack of funds, you name it. Maladministration is caused by poor leadership as well as corruption. Lack of funding is caused by human factor due to poor planning and use of the resources. [CHAPTER THREE: RESEARCH METHODOLOGY 3.1 INTRODUCTION](#) This chapter outlines [the research methodology used in this study to provide empirical answers to the research](#) questions. [The components relevant to an empirical investigation are investigated, including the aim of the study, the population and](#) research approach. The paradigm

and data collection methods are discussed in this chapter. Further the sampling selection is also explicitly discussed. The research philosophy will also be discussed in this chapter. The research instruments used in the study were explored and why this research method was chosen over the other methods. How collected data is going to be analysed is explained in this chapter. The sampling strategy and sample size will be discussed.

### 3.2 RESEARCH PARADIGM

Firstly one would like to explain the meaning of the term paradigm which will be used in this study. Paradigm is a way of examining social phenomena from which particular understandings of these wonders can be gained and justifications attempted. The research philosophy for this study is the Positivism. The positivism paradigm see the world scientifically and the research is seen as the way to get the truth. They are concerned with the replicability of their research and the reliability of observations, generalizability of the findings. They use the deductive reasoning to put forward theories that they can test by means of fixed predetermined research design and objective measures (Sekaran and Bougie, 2016a). In the simplest terms, positivism is often problem-oriented in approach, concerned to provide practical solutions to practical problems. In the shortest form, this study used the deductive approach to the study to try to answer the research questions. The quantitative research design will be used to get the correlation relationship of the variables of the studied research topic. This study with the positivist approach is to maintain an objective view of the results.

### 3.3 RESEARCH DESIGN

The research design is the inclusive plan for joining the conceptual research problems to the relatable empirical research. The research design is a strategy for the gathering, measurement, and analysis of data, formed to answer the research questions (Sekaran and Bougie, 2016b). The aim of the study is to test the correlation relationship between the leadership and service delivery. The quantitative research will be used in the data collection and analysis. The study will use a survey research in the form of questionnaires with Likert type questions to solicit information from the subjects. Quantitative allows data collected from the subjects to classified, summarised and interpreted. The research has been done in a non-contrived environment so that the respondents are not influenced by the conditions which are by nature not natural to their everyday environment. There will be minimum interference by the researcher as the questionnaires are self-administered. The unit of analysis will be an individual adult in a household.

### 3.4 RESEARCH STRATEGY

This study used the survey strategy as this allowed the collection of large amount data from a sizeable population in a highly economical way. The research was conducted as a field study using descriptive research questions so as to answer the research questions. The correlation between the leadership and service delivery was tested scientifically using the questionnaire research tools to gather quantitative data which was quantitatively analysed using descriptive and inferential statistics. The research strategy took the form of quantitative research method done in a non-contrived environment. Because the study was done in a non-contrived environment, it is therefore a field study. The reason for the field study with self-administered questionnaires was to minimise the researcher interference into the respondents' daily activities or their natural environment of which the research had little interference to the activities of the respondents. The study was a cross sectional study which could also be called one-short study because it was done once over a period of about one month. The one-short data collection was sufficient enough to answer the research questions for the study.

#### 3.4.1 Survey research

The survey research

allowed the collection of large data using quantitative research, using the questionnaire instruments. The quantitative research method made sure that there was a large sample size that ensured the inclusion across the population of the study reaching a diverse population with different backgrounds and experiences. Using a survey strategy gave the researcher more control over the research process and, when sampling was used, it was possible to generate findings that are representative of the whole population at a lower cost than collecting the data for the whole population (Bernard, 2017). The researcher used the descriptive research, employing a self-administered questionnaire to a sample of 343 households. The data collected are standardised, allowing easy comparison and suggest possible reasons for particular relationships between variables which are leadership and service delivery and to produce a model of these relationships. The survey strategy has a high impetus to the respondents and comparatively easy to explain and understand. The researcher has made it a point that the highest response rate from the respondents is achieved by constantly reminding the respondents; however the response rate depended on the respondents' view, their perceptions of the research and other conditions. The drawback was that some of the respondents needed some help in filling the questionnaire and hence the time consumption. There was mixed feeling about the research, those that have the longest period they lived in the area perceived the survey as one of those many activities that were used to disposes them of their property and this perception resulted in a number of respondents not participating. Some respondents were very difficult to find when collecting the questionnaires and resulting in a number of unreturned questionnaires and other homes are deserted. Other respondents were very enthusiastic about participating on the survey saying that the research will help them bring some most wanted solutions to poor service delivery. After explaining to those sceptical to allay their fears, that when they partake the research. This study used mono method because it uses only one method of collecting data which is the quantitative method to collect primary data. The study was a cross-sectional study done over a period of one month, however due to some respondents' being unreachable and constantly trying to find them resulted in the field study extending beyond the scheduled one month period. Nonetheless more than 77% of the sample participated positively and had the questionnaires filled and returned. Some respondents expected something in return for their participation and these are some of those that never answered the questionnaires. There were thirteen households which were ineligible due to the fact that there were only minors which were not catered for in the questionnaire. The nonresponse error was very minimal as there was less nineteen (19%) non respondents and this could not affect the credibility of the results though they are not represented in the research. The external validity was satisfied as the response rate was very high.

### 3.5 RESEARCH SETTING

The research was done in the Ntuzuma Township which is one of the black townships in the north of Durban central business district (CBD). The Ntuzuma has a number of sections that make it and among the section is the Ntuzuma G section where the study was conducted. It has one of the most unequal societies in South Africa. When one enters the area, surely sees a different world. The research was cross-sectional. The township has a total population of 3193 households or homes.

### 3.6 TARGET POPULATION

Firstly one would define the population, as referring to the entire group of people, events or objects that is of interest to the researcher and wishes to interrogate (Sekaran and Bougie, 2016b). Now that the term population has been clarified in this study, the target population will be the

household of Ntuzuma G. There is a total population of more than 13 000 people. However the total population is not a major concern for this study but the total households from which the total population resides. The population that is of concern on this study is 3193 households that make the population of concern for the study. The reason for choosing this population is due to the fact that it is highly affected by lack of service delivery.

**3.7 SAMPLE SIZE** Both sampling design and sample size are very critical for precision and confidence. The researcher's study should have a 95% confidence levels to be accepted as credible and reliable with a true mean of  $\mu$ . The acceptable error is 5. The sample size of 343 has been used as determined in table 13.3 (page 263-264) research methods for business by Sekaran and Bougie 2016 and by the Survey systems which is online research software. The population of the study is 3193 household heads. The technique for collecting data was probability sampling method in the form of systematic. [This means that it is possible to answer research questions and to achieve objectives that require the researcher to estimate statistically the characteristics of the population from the sample.](#)

**3.8 SAMPLING STRATEGY** Due to the constraint of the resources and the large number of the population, a sampling strategy has to be used and the appropriate sampling method has to be chosen. There are two methods of choosing sample size and these are probability and nonprobability sampling. With probability sampling [every element of the population has an equal chance of being chosen](#) (Bryman, 2015). The nonprobability sampling designs, the elements in the population do not have any probabilities attached to them having been chosen as sample subjects. Nonprobability sampling has a disadvantage of the lack of generalisability (Padgett, 2016). The survey can give the researcher control over the research process and the findings generated are representative of the whole population. The probability sampling can confidently be generalised to the population and that the research is quantitatively aligned. The probability sampling ensures the law of statistical regularity. There are two main types of the probability sampling methods, namely unrestricted or simple random sampling and the second method is the restricted or complex probability sampling (Venkatesh et al., 2013). [The probability sampling method will be used for this study.](#) A systematic [sampling](#) which is a restricted or complex probability sampling will be used to sample the size to answer the questions for this study. The sampling unit is the household head of Ntuzuma G, and the sampling frame is municipal rates account list. The heads of the households will be chosen whereby probability sampling will be used to pick up those who will constitute the subjects. To pick up the participants on the population, the researcher will pick every 9th household to make up the sample size of 343 using systematic sampling.

**3.9 DATA COLLECTION INSTRUMENTS** The data collection was done using the survey in the form of the questionnaire. The survey is associated with deductive approach. There are two types of data, namely primary data and secondary data. This research had mostly use primary data, which was collected by the researcher in the form of questionnaires that were self- administered and hand delivered to the subjects, at their homes. The survey did allow for the collection of quantitative data which was analysed quantitatively using descriptive and inferential statistics. The collection of the questionnaire was very important, as the data collected was very vital and made sure that the results were true and the reflection of the research. The respondents answered the questions by a way of choosing the best option on Likert type ratings (Hair, 2015). The questionnaire had structured questions which were closed ended. The

questionnaire was divided into sections with some sections dealing with a different variable to answer the research questions and to be precise there were five sections each designed to answer one research question. Section "A" was asking the questions about the leadership quality. The next section was asking questions about how the leadership impact on the service delivery. Section C was asking questions about service delivery quality and the last sections was asking questions about improving service delivery. In this study the researcher chose a survey questionnaire as the appropriate instrument for collecting data. This study used questionnaires to gather descriptive quantitative data from 343 respondents from Ntuzuma G Township. The other reason for choosing the questionnaire was that it was more economical to administer especially in such a large sample. The questionnaire was also less time consuming than other instruments. The self-administered questionnaire did have an advantage of eliminating the researcher bias as the respondents filled in the questionnaire at their leisure time in the absence of the researcher. The participants were expected to spend less than ten minutes in responding to the questions. The questionnaire had twenty two questions. There were two questions that required the demographics about the ages and gender of the respondent. The questionnaires were sent out from the beginning of May 2018 and ran into the early week of June 2018 due to the slow response rate. Some respondents just took the questionnaire and kept it in their shelves and only remembered it when the researcher went to collect and that's when the respondent promise to have time to look on it and promised to do it the next day. Some respondents kept their promise and never been reminded as they called to have the questionnaire picked up. This was different with other respondents as they were reminded more than five times. The demographic and age of the respondents were also required to test how the different age groups and gender responded to the questionnaire. The response rate was fairly large just more than seventy seven percent responded. According Sekaran and Bougie (2016) and the survey systems software, a sample size for a population of 3193 is 343. The sample size of three hundred and forty three with a confidence level of 95% and margin of error of five percent (5%) was acceptable to draw generalizable conclusion about the given population. A list printed from the revenues office obtained from the municipality was used as a sampling frame for the study. During the data collection, it was discovered that some homes were no longer habituated and some were headed by minors which were not provisioned for on the questionnaire. The homes headed by minors were regarded as ineligible for the survey and there were seventeen (17) of them. There were also some homes where the inhabitants were unreachable and this segment amounted to thirty eight (38) and the blanks which amounted to twenty three (23) which were returned unfilled. The researcher had to adjust the sample size to reflect the scenario so that the analysis can be done on the active respondents. This was also done to reduce nonresponse bias which could have resulted due to the nonresponse as this part of the population cannot be represented. Because the nonresponding sample could have probable acted differently (Saunders, 2011). Active response rate= Total number of response rate Total number of sample-( Ineligible+Unreachable) = 265  
 $343 - (17 + 61) = 100\%$  The new sample size having excluded the ineligible and the unreachable is 265 and the response rate for this sample was 100%.

### 3.10 TESTING THE RELIABILITY AND VALIDITY OF THE DATA 3.10.1

Reliability of data Testing the reliability of the data means the extent in which the data collection techniques and analysis will give the same results

or be consistent when performed several times. The [Cronbach's alpha](#) will be used as it is a reliability coefficient that indicates how well the items in a set are positively correlated to one another (Sekaran and Bougie, 2016a).

3.10.2 Validity of data Validity is concerned with the findings whether they are really reflecting on what it is really what they indicate. This can be explained differently like, is a measurement to the [extent to which the instrument measures that which it is designed to measure](#). The researcher's question statement, questions [and objectives of the study](#) be measured against [the findings of the study](#) (Creswell and Creswell, 2017). It is the extent to which observation accurately records the behaviour in which the researcher intended (Sekaran and Bougie, 2016b). The research design was based on the flow of logic and a number of assumptions, which all must stand up to the finest scrutiny.

3.11 DATA ANALYSIS After the completed questionnaire had been collected, the filled questionnaires were checked for some errors and omission and any other mistakes for which could have happened in the questionnaire filling. The data was put into a computer spread sheet which was SPSS version 25. From the SPSS data view spreadsheet, it was analysed. Hypothesis was tested using the appropriate statistical analysis like the Pearson correlation. Correlation [analysis was done to determine the relationship between the two variables and the](#) scatter plots were used to show the relationship.

3.12 BIAS The research must be free from any bias; however there might be a bias when the respondent misrepresents the facts in order to influence the findings of the survey in their favour. The respondents might be biased in their answers if the questions are not clear. The questions must be clear and simple to answer, and must be unbiased. The researcher had used simple language which could easily be understood by the respondents. To rid the biasness the researcher had also employed the closed ended questions where the respondents were to elect the responses they feel suit the question and this type of questions helped the respondents to make quick decisions. The self-administered questionnaires also helped to rid researcher bias as there is no face to face interview and the respondents do it at their homes in the absence of the researcher. The researcher had avoided the double barrelled questions to rid the biasness. Ambiguous questions were avoided and recall-dependent questions were also left out of the questionnaire to avoid bias. Leading questions and loaded questions were avoided to avoid bias. The questionnaire was free from any questions that appear or seem to be influencing biasness. The researcher had never deliberately attempted to either hide the findings or highlighted something disproportionately to its true existence. The researcher had constantly reminded the respondents to respond in order to get the highest response rate possible so as to avoid response bias.

3.13 ETHICAL CONSIDERATIONS The researcher will respect the rights of the respondents and will not subject the respondents to harm, embarrassment, or any other material disadvantage. The respondent has volunteered and can withdraw at any time during the process of filling in the questionnaire. All the people in involved in the research project including sponsors must act in good faith, observe and respect the outcome of the research. The researcher must behave in a professional manner and personal ego be eliminated. All protocols of ethics must be observed and respected all the time throughout the research. The research was designed methodologically sound and morally defending the subjects. This study takes the deontological philosophical view that believed that the ends served by the research can never justify the use of research which is unethical (Saunders, 2011). The researcher having [adopted this view](#) will [never use](#)

[deception to obtain research data](#) and or any other unethical means to solicit data. The researcher had always considered [ethical issues throughout the research and](#) remained sensitive [to the impact the research](#) might have to [those who](#) participated in the project. Lastly the researcher has stuck to the code of ethics provided by the University to avoid transgressing it into using unethical means. The participants were issued with informed consent that did explain their rights before, during and after taking part in the research.

3.14 SUMMARY This chapter has presented the research paradigm, philosophy, design and the methods used in the study. The reason why the methods used were chosen and how compatible they are to the research. A descriptive method was used to answer the research questions and how the data will be analysed. The population size and the sample size were explained and how the sample size was picked and why the sample size is what it is. All the procedures were put in motion to make sure that the end result becomes credible. The research instruments and the questionnaire design were also discussed and how the bias will be eliminated. The validity and reliability of the data explained [in the chapter.](#)

**CHAPTER FOUR: PRESENTATION OF THE RESULTS**

4.1 INTRODUCTION This chapter presents and discusses [the results](#) obtained from [the](#) study. It presents and interprets the data collected from the respondents. The study used the quantitative research methodology and data collected was analysed using statistical package for social sciences (SPSS) version 25. It gave meaning to the data obtained. The interpretation of the data by the researcher leads to the conclusion of the study and whether the results reflect the [intended objectives of the study or not.](#) [The respondents](#) for [this study were](#) the residents of Ntuzuma G Township. The main objective of the study was to investigate the relationship between service delivery and the quality of leadership in the perspective of the residents. The SPSS will be used to analyse the responses and the results will be presented in either tables; graphs, or figures and other ways like narratives. Descriptive statistics will be used to analyse the data that had been processed.

4.2 DESCRIPTIVE FREQUENCY STATISTICS FOR RESIDENTS OF NTUZUMA G This section presents the descriptive frequency statistics and the demographic information for the participants.

4.2.1 Reliability The reliability and validity are the most important ways of measuring the reliability and consistency of the scales. The reliability measure indicates to what extent the scales can go without any errors and bias. This measure ensures consistence of measurement across various items in the instrument and time. The reliability coefficient of 0.7 and higher are acceptable (Sekaran and Bougie, 2016b). Below is a case processing summary table 2 and reliability statistics table 3.

Table 2. Case processing summary

N	%
Cases	252 95.1
Excluded	13 4.9
Total	265 100.0

The table above table 2 summaries the cases that are processed. It therefore shows that of the sample of two hundred and sixty five (265), thirteen were excluded due to missing either to system error or decided not to take part in the survey and two hundred and fifty two (252) were processed. These make a 95.1% of the total sample and those that decided not to answer particular questions make up a 4.9% of the total sample. The table 3 below, show the reliability coefficient. The measure scale was a reliable and consistent as the Cronbach alpha is above 0.7. There was one question deleted that affected the Cronbach alpha as with it the Cronbach alpha was .697 which was not as acceptable as the Cronbach alpha that is above 0.7. Table 3. Reliability statistics

Cronbach's Alpha	N of Items
.709	21

From the table 3 above, the Cronbach alpha of .709 was obtained after eliminating one question, this is an acceptable value and it is consistent

for the study. 4.2.2 The participants The participants were asked to fill in their demographic information in the questionnaire. The information that was required was simple and involving age and gender. In the age there was not the exact age but the age group in which the respondents belonged to. This was to make sure that the participants do not expose their real age as some though they are anonymous but there are those who might think otherwise. The figure 4.2 below displays the frequency of the two genders that participated in the survey. Figure 2. Gender frequency distribution The figure 4.2 shows that of the total of two hundred and sixty five respondents (265), one hundred and forty three (143) were female representing the majority which is 54%. It is possible that there are many women in the area of the study than men and this reflected the national ratio of women to men. The figure 4.3 below shows that the majority of the respondents on both genders were between the ages of 18 years and 45 years. 47% 21.9% 16.6% 9.4% 4.5% Figure 3. Age Group frequency distribution The age group 18-35 has more participants than any other age group, followed by the 36-45 years age group. The age group 18-35 years had 125 cases who participated followed by the age group 36-45 years had 58 cases participating, while the 46-55 had 44 cases participating. The remaining groups 56-65 and 66 and above had 25 and 12 cases respectively. The older the respondents get, they tend to be reluctant to participate in the survey or it is just a true reflection of the national demographics where there is more young population than the old population. Another reason for their not being participating on the survey, could be attributed to the fact that they need reading glasses which some respondents didn't have hence they gave the younger people to fill in the questionnaire as they did not need the reading glasses in most cases. It was noted that they did not have different views from the younger generation because they also live and get affected the same way the younger generation got affected by poor service delivery. Figure 4.3 also shows that all generations that could have participated in the research had representation in the survey, though at different percentages. 4.3 PRESENTATION OF RESULTS There were twenty two (22) questions, of which fifteen (15) questions were a five point Likert Scale administered to test the [effect of the independent variable on the dependent variable.](#) The remaining questions [which](#) were seven in total were dichotomous questions with a Yes/No response. The Likert scale questions ranged from 1- strongly disagree, 2 disagree, 3- uncertain, 4- agree and 5- strongly agree. Section "A" had a total score of 30 and a minimum score of 6. The score of 24 and above represented that the leadership is either good or very good while that which is below the score of 24 meant that the leadership quality was either bad or very bad. The section "B" which dealt with the quality of service delivery had a total score of 25 and that meant that the service that was rated 20 and above was considered either good or very good and anything below 20 was considered either bad or very bad. The tables that follow represented the frequency distribution of each statement tested. The table 4 depicts the distribution frequency for the statement which forms the heading of the table. 4.3.1 Leadership Quality This section of the questionnaire was testing the quality of leadership in the area of the study. The questionnaire had six questions that were asked which were Likert type items. Each statement was tested individually and the results were displayed in the tables that will follow showing the frequency distribution for each statement. Table 4. Leadership accountability Possible responses Frequency Percent Cumulative Percent Very unaccountable 108 40.8 41.4 .unaccountable 61 23.0 64.6 Unsure 64 24.2 89.0 accountable 17 6.4 95.4 Very accountable 12

4.5 [100.0 Total 265 100.0](#) The table 4 shows that 89% of the respondents disapproved the accountability of their leaders. The participants believed their leaders were not accountable and that meant that the leaders have failed to have one of the characteristics that constitutes quality in the leaders. The table 5 shows the distribution of the statement that tested the honesty of their leaders. Table 5. Leadership honesty Possible responses

Possible responses	Frequency	Percent	Cumulative Percent
Very dishonest	110	41.5	42.2
Just dishonest	59	22.3	64.6
Unsure	64	24.2	89.0
Honest	20	7.5	96.6
Very Honest	9	3.4	100.0
Total	265	100.0	

The table 5 depicts that two hundred and thirty three (233) of the respondents fell in the portion that has negative perception for the honesty of the leaders. The participants had the feeling that their leaders were not honest and as such failed the test of leadership quality. The table 6 displays the frequency distribution for the statement that tested ethical behaviour in leaders. Table 6. Leadership ethical Possible responses

Possible responses	Frequency	Percent	Cumulative Percent
Strongly disagree	86	32.5	33.1
Disagree	86	32.5	65.8
Unsure	57	21.5	87.5
Agree	27	10.2	97.7
Strongly agree	6	2.3	100.0
Total	265	100.0	

The table 6 shows that the majority of the respondents did say their leaders are not ethical and the population makes 87.5% of the total respondents. They rejected their leadership as being unethical and lacks the quality of leadership. The table 7 that follows shows the distribution frequency for the statement that tested network governance. Table 7. Network governance Possible responses

Possible responses	Frequency	Percent	Cumulative Percent
Strongly disagree	91	34.3	35.2
Disagree	85	32.1	67.8
Unsure	64	24.2	92.3
Agree	15	5.7	98.1
Strongly agree	5	1.9	100.0
Total	265	100.0	

The table 7 shows that more respondents are distributed from the unsure towards to the strongly disagree. The participants believed that their leaders did not exercise the network governance and therefore no integration among the stakeholders and sometimes the stakeholders do not even know about the plans and actions of the leaders were. The table 8 below shows the frequency distribution for the statement that measured the reliability of the leaders. Table 8. Leadership reliability Possible responses

Possible responses	Frequency	Percent	Cumulative Percent
worst	68	25.7	26.5
worse	35	13.2	40.0
bad	121	45.7	86.5
good	31	11.7	98.5
excellent	4	1.5	100.0
Total	265	100.0	

The response bad (n=121) has the highest frequency distribution and the response excellent (n=4) has the least frequency distribution. This again is another frequency distribution of the construct and the participants rejected their leadership as very unreliable. The respondents were asked how they rated their leaders' integrity and the table 9 shows how they responded. Table 9. Leadership integrity Possible responses

Possible responses	Frequency	Percent	Cumulative Percent
Poor	132	49.8	51.4
Below average	71	26.8	78.8
Average	38	14.3	93.4
Above average	10	3.8	97.3
Excellent	7	2.6	100.0
Total	265	100.0	

Table 9 shows that the most popular response is poor (n=132) and excellent (n=7) being the least popular. The participants rejected their leaders as being poor and failing the test of quality leadership. 4.3.2 Overall score frequency distribution Table 10; below presents section A of the questionnaire. This dealt with the leadership quality. The table depicts how the respondents scored in relation to the maximum score of thirty (30) which measure the quality of leadership. The leadership quality was measured using six questions or statements, which are related to ethical, Integrity, Honesty, accountability, Reliability and network governance. All the six questions and the variable they represented were discussed on the previous sections of the chapter. The respondents showed a negative perception by rejecting the positive statement and choosing the negative response. The table 10 does show that though the

majority rejected the leadership quality, there were however a few that believed the leaders in their area had good quality of leadership and deserved to be called good leaders and fit for the tasks, however, because the majority rejected it therefore means the leadership quality is very poor. Most respondents either strongly disagreed or just disagreed with the statement about the quality of leadership they have. From the analysis, more than 97.7% disapproved the quality of leadership while 2.3% did approve the leadership quality of their leaders. It was very popular that the leadership quality of the leaders is very poor. Table 10. Leadership quality overall score

Possible responses	Frequency	Percent	Cumulative Percent
Strongly disagree	3.00	1.4	.4
disagree	6.00	32.2	12.5
uncertain	7.00	16.6	29.1
agree	6.1	18.6	47.7
Strongly agree	8.00	27.0	74.7
Total	10.00	100.0	

From the table 10 above, there were very few respondents that scored the leadership as good. The majority of the respondents which total 97.7% rejected the leadership quality as not good nor very good. In short the leadership quality of the leaders in the area of the study is therefore has not quality that are deemed as desirable and fit for leadership. Therefore the overall frequency distribution for leadership quality (n=97.7%) showed that the leadership is bad and was rejected by the participants as such.

4.3.3 Quality of Service delivery The service delivery was measured on a Likert type items. The questionnaire had five questions that related to the service delivery and the quality of the service. The five tested variables included water delivery, sanitation, refuse removal, roads, and streets. These variables altogether make the service delivery quality that was analysed statistically to how good it is. The frequency distribution of the different statement will be analysed and displayed in the tables that will follow in this section. All the five statements will be individualised and displayed and there after an overall score will be displayed and analysed to test the overall quality of service. Table 11. Sanitation quality

Possible responses	Frequency	Percent	Cumulative Percent
Strongly disagree	102	38.5	39.3
disagree	84	31.7	71.4
uncertain	31	11.7	83.2
agree	36	13.6	96.9
Strongly agree	8	3.0	100.0
Total	265	100.0	

The table 11 shows that the response poor (n=102) is the most popular while strongly agree (n=7) is the least popular choice. The participants strongly feel that the sanitation in their area is very bad because they strongly disagreed with statement. The respondents were given a positive statement that had Likert type responses and their responses were represented on table 12.

Table 12. Universal water access

Possible responses	Frequency	Percent	Cumulative Percent
Strongly disagree	65	24.5	25.3
disagree	93	35.1	60.9
uncertain	30	11.3	72.4
agree	43	16.2	88.9
Strongly agree	27	10.2	99.2
Total	265	100.0	

The table 12 shows that at 60.9% of all the respondents disagreed with the statement which means they at least disagree and the values that precede it are strongly disagree. The participants had rejected that they all have running water in their yards. The analysis showed that there are some other homes within the same society that have running water in their yards. The next table 13 depicts the results of the statement that tested the roads as being well maintained and it shows how the respondents responded. Table 13.

Roads quality

Possible responses	Frequency	Percent	Cumulative Percent
Strongly disagree	90	34.0	34.7
disagree	75	28.3	63.4
Uncertain	56	21.1	84.7
agree	29	10.9	95.8
Strongly agree	11	4.2	100.0
Total	265	100.0	

The table 13 shows that a large number of the respondents selected strongly

disagree (n=90) and followed by those who disagree (n=75). These two responses both represented the negative side of the construct and therefore the respondents rejected that the roads and streets in their area are well maintained for better mobility. The table 14 shows how the respondents responded to the statement that was tested and the statement was, all streets in your area are named and have signs written on. Table 14. Roads and streets named Possible responses Frequency Percent Cumulative Percent

Possible responses	Frequency	Percent	Cumulative Percent
Strongly disagree	50	18.9	19.9
disagree	77	29.1	49.4
Uncertain	52	19.6	69.3
agree	51	19.2	88.9
Strongly agree	28	10.6	100.0
Total	265	100.0	99.6

The table 14 shows that most of the responses are roughly equal in popularity ranging from (n between 50 and 52) except for the two responses which are disagree (n=77) and strongly agree (n=28). The area has some section that is well serviced and is residents to the elite and it is possible that those who strongly agreed with the statement are from this section. The next table 15 depicts how the respondents responded to the statement that was tested. Table 15. Garbage removal at gate Possible responses Frequency Percent Cumulative Percent

Possible responses	Frequency	Percent	Cumulative Percent
Strongly disagree	76	28.7	29.5
Disagree	86	32.5	62.5
Uncertain	24	9.1	71.6
Agree	38	14.3	86.2
Strongly agree	36	13.6	100.0
Total	265	100.0	

The table 15 shows that a large number of respondents selected disagree with a cumulated percentage of 62.5% and the preceding response was strongly disagree (n=76) and the rest almost being equal popular (n between 24 and 38). The participants believed that refuse is not picked at the gate and this could be due to the fact that the participants rejected that their roads and streets are well maintained and therefore the roads and streets are not drivable on. The table 16 shows the overall quality of service delivery. Table 16. Overall frequency distribution -quality of services

Overall scores	Frequency	Percent	Cumulative Percent
5.00	26	9.8	
6.00	4	1.5	11.9
7.00	11	4.2	16.2
8.00	11	4.2	20.4
9.00	16	6.0	26.5
10.00	44	16.6	43.5
11.00	23	8.7	52.3
12.00	14	5.3	57.7
13.00	19	7.2	65.0
14.00	16	6.0	71.2
15.00	18	6.8	78.1
16.00	11	4.2	82.3
17.00	11	4.2	86.5
18.00	11	4.2	90.8
19.00	7	2.6	93.5
20.00	4	1.5	95.0
21.00	3	1.1	96.2
22.00	3	1.1	97.3
23.00	2	.8	98.1
24.00	3	1.1	99.2
25.00	2	.8	100.0
Total	265	100.0	

For the service to be regarded as good, it must have a score more than twenty (20) otherwise it is not good. If it is twenty or more it is either regarded as good or very good. The table 16 shows that the large percentage of the respondents which to be precise 93.5% rejected the service delivery as good but said the service was bad. Though the majority rejected the service delivery opting to say it was bad, there were six and a half who did say the service delivery was good, taking into consideration that there were 93.5% respondents who rejected service delivery saying it was bad indeed it is. Table 16 shows the overall scores of all the statements that were tested and it indeed satisfy what the individual statement pointed.

4.3.3 The relationship between Quality of leadership and service delivery The relationship of the quality of leadership and service delivery quality was tested on using a Pearson correlations and scatter graph to find out if there was any relation between the two variables. The table 4.9 shows the results of the analysis from a Pearson correlation (r). Table 17. Pearson correlation

Correlations	Quality of leadership	Service delivery quality	Quality of leadership
Quality of leadership	1		
Service delivery quality	<a href="#">Pearson Correlation 1 .498**</a>	1	
Quality of leadership	<a href="#">Sig. (2-tailed) .000</a>	<a href="#">N 256</a>	<a href="#">255</a>
Service delivery quality	<a href="#">Pearson Correlation .498**</a>	<a href="#">Sig. (2-tailed) .000</a>	<a href="#">N 255</a>
	<a href="#">**.</a>	<a href="#">Correlation is significant at the 0.01 level (2-tailed).</a>	

From the table 17; The Pearson correlation of the relationship between the quality of leadership and the service delivery is .498 which could be rounded off resulting in the  $r = 0.5$  which is fairly good.  $r = 0.5$  which is a positive

relationship between the quality of leadership and service delivery quality. A significant relationship between the leadership quality and service delivery was found ( $p < 0.01$ ). The p value of the study was less than 0.000 which could be stated as 0.001 for simplicity and clarity purposes. The [correlation coefficients have a probability \(p-value\), which shows the probability that the relationship between the](#) quality of leadership and service delivery is significant, null hypotheses rejected and there is [relationship. Strong correlations have low p-values because the probability that they have no relationship is very low.](#) The sig (2 tailed) is also proof that there is some relationship and hence the null hypotheses rejected. It could also be explained in the scatterplot form as it will be in the following figure 4.5. The leadership quality is on the horizontal or x-axis as it is the independent variable and the service delivery is on the vertical or the y-axis which representing the dependent variable. Figure 4. Correlations between the constructs [R is always a number between -1 and 1.  \$r > 0\$  indicates a positive relationship while  \$r < 0\$  indicates a negative relationship. Values of r near 0 indicate a very weak linear relationship while the strength of the relationship increases as the values of r moves away from the 0 toward either -1 or 1.](#) To understand the relationship to be discussed the researcher gave the rule of how the correlation relations are. Absolute r Value [Strength of relationship  \$r < 0.3\$  None or very weak  \$0.3 < r < 0.5\$  Weak  \$0.5 < r < 0.7\$  Moderate  \$r > 0.7\$  Strong](#) From [the](#) criteria that explains how to interpret the scatter plot, the [value of r in this case \( \$r = 0.5\$ \) indicated that there is a positive, linear relationship of moderate strength between](#) the leadership quality [and](#) service delivery. [The](#) shape is linear but with dots not closer enough to make a clear linear shape and thus it is of moderate strength. If the dots come closer and make a very clear linear shape, it will be meaning a strong relationship which is positive in this case. It should be noted that it is linear relationship because as [one variable increases, the other variable increases by the same margin the reverse is also true when it decreases.](#) Each dot on the graph represents a case. Analysing the graph, when the leadership quality increases so is the service delivery scores increase. Those that felt had the best service delivery are right at the top while those who felt the other way are at the bottom. The leadership quality that is assumed to be good is on the far right with the corresponding service delivery dot at the top right. Very few dots are found where the leadership is good.

#### 4.3.4 Causes of poor service delivery in Ntuzuma G

This section of the survey focused on the poor service delivery causes in the area of the study which is Ntuzuma G. four of the questions were based on multiple choice questions with five options to choose from which are in nowhere related to each other. The participants were to choose the option that best represents their feelings. Each question in the section was represented by different options or answers to choose from. The last question was a dichotomous question with a yes/no answer to choose from, where yes was represented by a zero (0) and no with a one (1). The frequency distribution of the different individual statement shall be represented and analysed on the individual tables that follows. The frequency distribution was depicted on the table 18.

Responsibility for good services	Possible responses	Frequency	Percent	Cumulative Percent
Yes	83	31.3	31.7	
No	179	67.5	100.0	
Total	265	100.0		

There was a great popularity in the No ( $n = 179$ ) as the best choice for the respondents. The participants did believe that their leaders are and not responsible for good service in their area. The table 19 depicts the responses by the respondents on the question that was testing who is responsible for bringing the services to the community. Table 19. Leadership's responsibility

Possible response	Frequency	Percent	Cumulative Percent
Yes	83	31.3	31.7
No	179	67.5	100.0
Total	265	100.0	

Frequency Percent Cumulative Percent Yes 62 23.4 23.7 No 200 75.5 100.0  
 Total 265 100.0 There is large frequency distribution on the No (n=200) as the possible answer to the question. The participants believed that are not responsible for delivering as their area as poor services while their leaders are there. The next table 20 depicts the how the responses are distributed.

Table 20. Services promptly delivered Possible responses Frequency Percent Cumulative Percent Yes 32 12.1 12.2 No 230 86.8 100.0 Total 265 100.0  
 The respondents were asked if the leaders in their area when requested bring the services in the expected time frame, and they could response by either choosing a Yes or no answer. The No (n=230) as the answer was more popular among the respondents. The leaders if when requested by the community they are supposed to be serving, they do not bring the services. The table 21 shows how the respondents chose their response. Table 21.

Leadership's response on request Possible responses Frequency Percent Cumulative Percent Yes 22 8.3 8.5 No 235 88.7 99.6 Total 265 100.0  
 The participants were asked to tell if the leaders bring the services promptly without delay and the popularity of their responses was No (n=235). This means that leaders are not doing what they should be doing to the community. The table 16 depicts what response was popular with the participants. Table 22.

Leadership's reliability to deliver Frequency Percent Cumulative Percent Yes 25 9.4 9.5 No 237 89.4 100.0 Total 265 100.0  
 The participants were asked if their leaders always deliver the services as wanted by the community and the popular response was No (n=237). The table 23 that follow shows how the participants reacted to the statement that was put forward for them to choose the best response that reflect their situation. Table 23.

Leadership's efficiency on delivery Possible responses Frequency Percent Cumulative Percent Yes 19 7.2 7.3 No 243 91.7 100.0 Total 265 100.0  
 The participants were given the statement that they needed to choose the response that reflect their situation and the most popular response was No (n=243). The results of the responses show that the participants rejected the leadership as not helping their situation and or bring the services to a better level of delivery. The causes of poor service delivery Section of the questionnaire had six questions of which five were multiple choice and the sixth was a dichotomous. The next table 24 depicts how the cases responded to the multiple choice questions that were aimed to probe the causes of poor service delivery. Table 24.

who causes poor service delivery Possible responses Frequency Percent Cumulative Percent Funds 9 3.4 3.8 municipal workers on strike 12 4.5 8.4 Lazy employees 63 23.8 32.6 Shortage of working tools 5 1.9 34.5 Bad leadership 171 64.5 100.0 Total 265 100.0  
 The table 24 shows the most popular response is bad leadership (n=171) and the least popular response is the shortage of tools (n=5). The next table 25 below shows how the different responses fared against among each other. Table 25.

Whose responsibility to make sure delivery happen Possible responses Frequency Percent Cumulative Percent The general employees 11 4.2 4.6 The community 30 11.3 16.1 Uncertain 22 8.3 24.5 Contractors 2 .8 25.3 Leaders 195 73 .6 100.0 Total 265 100.0  
 The [table 25 shows that the most](#) popular response from the respondents is leaders (n=195) and the least popular being contractors (n=2). The next table 26 shows how popular are the different responses for the statement. Table 26.

Who the community report to when they need services Possible responses Frequency Percent Cumulative Percent Municipal employees 17 6.4 6.9 contractors 4 1.5 8.4 The community 14 5.3 13.8 Uncertain 17 6.4 20.3 Leaders 208 78.5 100.0 Total 265 100.0  
 The most popular among the cases is the leaders (n=208) and the least popular Contractors (n=4). The table 27 shows how the cases

chose their answer for the question that was asked. Table 27. Who to supervise service delivery

Possible responses	Frequency	Percent	Cumulative Percent
Pastors	3	1.1	1.5
Contractors	3	1.1	2.7
Anyone	11	4.2	6.9
Community	23	8.7	15.7
Leaders	220	83.0	100.0
Total	265	100.0	

The most popular response for the question asked was leaders (n=220) with the least popular responses were pastors and contractors both (n=3). The participants believed that it is the responsibility of the leaders to bring services to the community but they do not do it nonetheless. The next table 28 shows the responses to the dichotomous question and how they participants responded to it. Table 28. Is service delivery happening without leadership

Possible responses	Frequency	Percent	Cumulative Percent
Yes	51	19.2	19.2
No	207	78.1	99.2
Total	265	100.0	

The table 28 shows that the most popular response was No (n-207). The respondent do believe that without any leadership there cannot be any service delivery

#### 4.4. TESTS OF THE DIFFERENT CONSTRUCTS

The multivariate that were analysed are now combined into groups to make specific constructs that will talk to the research questions and objectives. The different constructs that were measured by the different variables are now presented as they have been measured. The different constructs that were measured were; Leadership quality, Service delivery quality, Leadership and service delivery and the causes of poor service delivery. The tests were done to find out if any correlations were by coincidence. The Null hypothesis was done to prove the hypothesis as either holding or not and the results has been presented below on table 4.21. The table below shows that the hypothesis hold as the test has an Asymptotic significance which is above the desired standard significance level of 0.05. The leadership quality hypothesis was tested using the Whitney U Test which is a nonparametric and the significance level of 0.123 which is very positive as it is bigger than the accepted significance of 0.05. The Null hypothesis had been retained for this hypothesis. The service delivery quality hypothesis has a significance level of .550 on a Whitney U Test which is also higher than the accepted significance level .05. The Null hypothesis has also been retained while the leadership and service delivery relationship has fared well achieving a significant level of .566 which is very positive given the fact that the significant level acceptable is .05. The remaining hypothesis dealt with the causes of poor service delivery and test on the null hypothesis using Whitney U test, the results showed the significance level of .05 and the null hypothesis has been retained.

#### Table 29. Hypothesis testing summary

#### 4.5 CHAPTER SUMMARY

This section summaries the chapter, citing how the data was analysed throughout the chapter. The analysis was done on all varies to test basically four constructs. All the twenty two variable were tested through frequency distribution. The Cronbach's Alpha was done and the results was within acceptable limits. The different variables were summed together according to the constructs to be tested and the hypothesis for the four constructs were tested and the hypothesis held. The analysis was done using descriptive statistical techniques. The presentation were done using tables and figures. This chapter has arranged and discussed the various results of the study which were statistically analysed using the statistical techniques. The results of the study were analysed according to the demographics, and the different constructs under different subtopics to be answered. The leadership quality, service delivery quality, relationship between leadership and service delivery and the causes of poor service delivery, were analysed statistically. The simple descriptive statistics and Pearson correlations were used. The findings of the statistical analysis and the recommendations will be discussed in the following chapter. They will be

laid out to show whether the research questions and objectives are satisfied. A thorough comparison with the previous studies by others and how the findings differ from those that were found by other researchers.

**CHAPTER FIVE DISCUSSION**

**5.1 INTRODUCTION** This chapter discusses the results in accordance with the research objectives set out in chapter one. The results will be interpreted in accordance and guidance of the literature review done in chapter two of the study. The interpretation and discussion and comparison and contrasting will be in line with the research done on the same topic on previous research or studies. The purpose of this chapter is to make meaningful inferences about the areas for development and areas of proficiency in leadership. The results will be translated to see if the research questions and objectives have been met

**5.2 RESEARCH OBJECTIVES.** The purpose of this research is to measure the leadership quality and service delivery relationship based on the community perception. The study aimed at answering four research objectives which are listed below:

1. To investigate the leadership quality of Ntuzuma G through the perspective of the citizens
2. To determine the quality of service delivery in Ntuzuma G.
3. To investigate the relationship between leadership and poor service delivery in Ntuzuma G
4. To identify the cause of poor service delivery
5. To identify ways of improving service delivery

Each of the research objectives will be discussed in the remainder of the chapter, and whether they have been satisfied or not.

**5.3 LEADERSHIP QUALITY** The leadership quality was tested and it was found that the leadership quality was not good. It was measured on a score of thirty with twenty four and above representing good leadership and any score that is lower than twenty four represent bad leadership quality. The analysis showed that neither the gender nor the age of the respondents had any effect on the result. The result became the same. The leaders needed to improve their qualities by both attaining more and better education and practising ethical leadership. Leaders must have integrity in order to be successful and these must be practised like any other skill. The leaders need to learn to keep their word all the time to be regarded as the leaders with quality. Pillay (2014) supported the findings by saying the involvement of leaders with great integrity in all the spheres of the government makes sure that there is better service delivery and less maladministration and evil deeds like corruption. Good quality leadership are the leadership that have integrity, ethical, honesty, accountability and encourages network governance for better service delivery and coordination. The lack of these qualities by a leader, means that the leader cannot deliver to the mandate as most of the time they are found concentrating on activities that are counter-productive for service delivery. Ethical in leadership ensures that the leaders always practice ethical behaviours which respect the profession and the social norms and knowing what is right and what is wrong and the best interest of the community they serve. Leaders who practise ethical behaviour do not find themselves making headlines for the wrong reasons but for the good and the community they represent being happy with them. They have one aim in their minds just to do well to the best of their abilities and take pride of the good work they do to the society they serve. Johnson (2017) agreed that the leaders by the nature of their of position have the ability to influence the followers to either do well or be just the rogue gang that perpetuate unethical behaviours and if they are not ethical in their doings there will be bad service delivery caused by bad leadership. Unethical behaviour is bad leadership and breeds bad behaviour on the followers. Accountability is another factor that make leadership have good quality depending on whether the leaders are accountable or not. If

the leaders like what Tummers and Knies, (2014) does support the findings that leadership quality is very important to lead and be successful, they pointed out in particular to accountability as the most important measure of the leadership quality that is used to measure how effective leaders are. If leaders are not accountable for their actions and those who did the job on their behalf, there cannot be service delivery that is up to the required standard. In short all the factors discussed on the literature review as the factors that make leadership be of good quality are very important to be observed and practised by those in the business of leading others and organisation. At this stage, the aim is not to discuss each of the factors that are considered important for quality leadership but to support the findings of the study as already been discussed earlier. With five of the variables proving that the leadership is not worthy called leadership with quality it therefore translate that the leadership quality is very poor. The fact that the results says the leadership quality is not good it is therefore poor leadership. The leadership quality that is good is the one that excels in all the six measures that were measured not just one. The leadership quality that is poor is found wanting most of the time, resulting in resentment by the citizens. The quality of leadership is very important for service delivery as has been stated by other researchers. Leaders set and direct the rules, and followers comply with them (Rhoads, 2014). If leaders are complicit, they cannot deliver because their minds will be occupied by personal things that have no bearing whatsoever with the task at hand and also results in the led challenging the legitimacy of the leader. When this all happen, it adversely impact the service delivery (Dweba, 2017). According to Landis (2014) leaders must have qualities that are evident in the eyes of those around them, and political leaders have a mandate to deliver from those who put them in office. [Ethical leaders' fair and caring treatment and open communication](#) reflect [trust that subordinates are likely to reciprocate](#) thereby caring the mandate of serving the community they are supposed to serve meticulously. It is without doubt that the leaders without moral campus have no good qualities that can bring good service delivery to the community as [trust in leaders is built on ethical leaders' behaviour such as integrity, and reliability](#) results in buy in by both followers and community.

5.4 SERVICE DELIVERY QUALITY [Service delivery](#) is [the provision of the public goods to the citizens](#) by the government, which could be either the central, provincial or local sphere of government. Within the government there are leaders given the authority and tasks of making sure that these service reach the ordinary citizens. The minimum service delivery levels are levels where the citizens get improved sanitation system, clean running piped water, refuse removal, access roads and streets. These are the basic services that the community must have. If they don't have all these services as their minimum then the service delivery is very poor. The analysed results showed that there is poor service delivery in the area of the study. On the score that was allocated for the service to be regarded as of quality, the score was 20 and above. The results found that the most popular score was less than twenty. It is therefore worthy noting that the majority or most of the households in the area of the study have water in their yards and therefore within the acceptable levels. The other variable tested was the roads maintenance, and this one had a mean of 2.2 which is lower than the 2.5 and therefore means that the roads are not well maintained, though there might be some that are well maintained but the majority of them are not well maintained or not there when they are supposed to be there. Signage and street names was another variable tested to find out if the

service delivery in the area is good and within the acceptable standards. This variable had a mean of 2.7 well above the 2.5 and means that though the roads and streets are poorly maintained they do have signs and names. What interesting is that some signs could be found right in the middle of the bushes to show that there is a street here which is supposed to be? The last variable for measuring the service delivery quality construct was the refuse being picked at the gate and had a mean of 2.5 which means that refuse is picked at the gate in most of the households and therefore within the acceptable standards. When these variables are summed up to give a mean for the construct that was measured, their mean is 12.1 which is well below the mean of 12.5. This means that overall level of service delivery quality has not yet reached the acceptable standards though most of the measures were well within the minimum acceptable standards. In finality the service delivery quality is below the minimum acceptable standards. Service delivery is [a legitimate right of all residents](#) and [particularly those who were previously disadvantaged](#) (Boin et al., 2016). It is the quality of leadership that will give vision and direction to followers at the same time engaging all stakeholders be part of the service delivery chain. If there is weakness in the leadership, there is likely to be no service delivery to the community (Mphako, 2013). This poor service delivery resonates with the assumption [that even if political leaders receive all the important, grounded and balanced pieces of information; understand their relevance; and fight their way through their own cognitive and institutional constraints, they may still not be able to implement better and more sustainable policies](#) because [they are acting on](#) institutionalised [logic of political arena that](#) aims to maintain power and revisiting these problems during election times so as to entice voters in these areas ( Király, Köves and Balázs, 2015). Poor service delivery as it has been proven in the research is sometimes deliberately made by the leaders when [they provide mixes of public and private goods](#) and [private goods given only to members of the winning coalition and](#) only when the winning coalition number increase that is when the shift turns to the public goods to be distributed to all (Mesquita and Smith, 2010). [All actions taken by political leaders are intended by them to be compatible with their desire to retain power.](#) Another reason for poor service delivery is due to public managers having to juggle between the [competing demands from policy makers who support market based](#) non-governmental [service delivery as well as to](#) citizens [expectations](#) of [accountability and quality](#) of service delivery [which](#) might [be](#) highly [difficult to achieve in thin markets.](#) Some others believe that in a situation where productive efficiency is the objective, full privatisation should recommended, at least if corruption is not excessively widespread (Cavaliere and Scabrosetti, 2008). A big impediments of service delivery is corruption, which is at the moment the mayor of the city of eThekweni is supposedly implicated. 5.4 [RELATIONSHIP BETWEEN QUALITY OF LEADERSHIP AND POOR SERVICE DELIVERY.](#) The analysis has revealed [that there is a positive relationship between](#) the [leadership](#) quality [and](#) poor [service delivery](#) in Ntuzuma G. The relationship between the two is of moderate level as has been displayed in the scatter graph. The Pearson

correlation value of  $0.5 < r$  [not only focuses on citizens' participation through the decision making or planning stage of the public services programs but also captures citizens' productive efforts in service delivery.](#) Some scholars argue that coproduction will not easy the situation for the disadvantaged because they have very little knowledge to contribute and hence this can increase the gap (Schoute et al., 2017). This school of

thought does support why leaders in this area are not delivering services to the community. In an event where private partners are wanted in the service delivery, competitive procedures for the selection of private partners must be in place. It has been found that there are some private companies are providing services to the community but the problem is they are not selected using competitive and rigorous procedures rather preferential resulting in companies with no competence given the job of servicing the community. Empirical evidence from research showed that the municipal owned corporations (MOC) are more efficient in the delivery of services like refuse collection, water provision and transport services than the local bureaucracies (Voorn et al., 2017). Efficiency can be improved by the introduction of private proficiency, encouragement of good management through profit incentives, risk sharing with the private sector and limiting opportunistic tendencies by the political body. Efficiency may be impaired when politicians are involved in provisions of services, who may face incentives to sacrifice efficiency for increasing re-election chances (Shleifer and Vishny, 1997).

### 5.5 CAUSES OF POOR SERVICE DELIVERY

Poor service delivery is a big concern in South Africa, especially among the black townships. Because of the poor service delivery community protests make the order of the day. Everyday somewhere in South Africa the community is protesting and these protests does not just affect the communities concerned, they affect other people also who had nothing to do with the protest. Poor service delivery cannot just happen in a vacuum but there is someone who had not acted according to their mandate of making sure that service are delivered to the community who needed them most. It is these reasons that the causes of poor service delivery are investigated and because leaders are responsible for organising resources both financial and human resources to make sure that the services are taken to the people who need them. Empirical studies has shown that low or no accountability environments in which leaders are able to misallocate public funds (Odaro, 2012). The division among the voters on social and ideological grounds could also another factor that influence the poor service delivery. Corruption is another factor that strongly results in poor service delivery as the leaders help themselves on public funds resulting in input shortages, price increase, decreased spending on maintenance and new projects and reduced government revenue. Accountability results in improved service delivery and reduced corruption thereby fostering transparency. Some of the service delivery problems are caused by population in migration which is not matched by expansion of basic social infrastructure. The constructs was measured on five variables that were tested as to explain what could be the causes of poor service delivery. The results from the analysis proves that the respondents are feeling that leaderships are the cause of poor service delivery in their area. This poor service delivery by management could be due to explanation done by the Selectorate theory which is done purposely to maintain the status quo so that they could be kept in power for a long period to come. Another reason is the result of lack of accountability as explained in the literature review. Poor quality of leadership is the main cause of poor service delivery as has been discussed in the literature review. Leaders failing to implement well-grounded information because they always think about their future in the political space (Király, Köves and Balázs, 2015). Resources are misused for personal uses rather than what they used for. Even when there are good policies in place, the problem remains that there is no-one to implement poor planning. The investigation that was done by the government is 2009 found that some service delivery protest were a

result of unresponsiveness by the leaders and this point out that there is poor leadership. Financial mismanagement and fraud or corruption were mentioned as some of the causes of poor service delivery. If leaders exercise ethical leadership, then the followers will see a purpose to service the citizens they are supposed to serve, they will surely do their best to see that the needs of the people are delivered to them as they require (Kalshoven et al., 2011). Empirical studies have found that the influence of ethical values of superiors on subordinates outweighs that of the peers (Mayer et al., 2010), because workers have a tendency of going alongside their leaders' moral resolutions to display allegiance (Ferrell and Fraedrich, 2015). The genuine leadership must endorse moral integrity demanded by admirers, and must classify and elucidate their individual values and logic of resolve which will assist as a charter for actions. If leaders are unethical and unaccountable in their action, they cannot hold other people accountable (Bolden et al., 2011). From the literature review, it was found that in the absence of quality leadership, and or when the leadership are complicit the human capital that is tasked with the actual tasks tend to be corrupted also. Some studies point out that the failures of performance by some organisations are a direct results of poor leadership engagement (Dweba, 2017). Leaders are not doing enough to gain the competencies to lead and guide their sometimes sophisticated followers (Raisio, 2015). Leaders have a larger impact on followers and if the followers have not trust on the leader service delivery will be affected.

5.3.1 Objective one Objective one was to investigate the leadership quality of the leaders of Ntuzuma G. the research findings are that the leadership quality in the area of the study is poor. The objective has been achieved as the findings of the research point at something, it still could have been achieved even if the results found that the leadership quality of this particular area was good because the objective was to investigate the leadership quality as either could be the causes of the poor service delivery in this area of the study. How good the leadership quality is was the main objective for the investigation. Leaders with good quality leadership are those leaders that are ethical in their actions, who uphold accountability norms and standards. They are honesty in their every day to day activities and their interaction with the general community and who the community can rely upon. Their integrity which remains intact and unquestionable, however the results from the analysis found that none of these exist in their leadership. When there are no good quality leadership, there will be rampant corruption and maladministration which will deplete the resources that are supposed to service the community.

5.3.2 Objective two The second objective was to determine the quality of service delivery in Ntuzuma G which is the area of the study. The objective has been fulfilled as the research findings show that there is not good enough service delivery in the area. There the analysis shows that this construct is not heavily affected like other constructs measured but however there are a lot of service delivery to be done in the area. The results showed that the area is not serviced equally, there are some parts that have the minimum standard of basic services while others have totally nothing like services. The service delivery quality was measured using several variables some of the variables fared very well when measured showing that even though the quality of service is not very good there are some areas where or services which are well above board. Areas like street and signs on the roads and streets was well appreciated as most respondents did say there are well covered. However areas or services like water and sewerage where poorly rated, which means that though some home have some running water and

sewerage, the majority do not have these services. These were the waste yet the most important.

5.3.3 Objective three The objective wanted to examine the relationship between leadership and poor service delivery in Ntuzuma G. the results found that there was strong correlation between service delivery and leadership. It was found that the leadership was responsible for making sure that the applicable resources are made available and the plans of actions are implemented. The leadership was found to be responsible for making sure that the human capital that should do the actual job are organised and are ready for the task and other resources needed for the accomplishment of tasks are available.

5.3.4 Objective four This objective wanted the research to investigate the causes of poor service delivery in Ntuzuma G. The results from analysis say poor service delivery among other factors is caused by poor leadership. Poor leadership lack the capacity to plan and implement the already there programmes. They most of the time act unethically, getting themselves involved in acts like corruption, lacking accountability and failing to hold their follower accountable for the unethical behaviours. The leaders also lack the capacity to prioritise the programmes as per the importance by ether the community and or those programmes that are universally considered paramount and or basic to have for the society. Leaders are not just there for the sack of being there, there are tasked to mobilise and organise the resources and channel them where they are wanted most. They have to also make sure that the workers that have to do the work do it and also oversee the implementation of the plans and programmes that have been decided on.

5.3.5 Objective five The objective five wanted to find ways of improving service delivery in Ntuzuma G. This objective had been fulfilled as it was discussed on section 2.12 to section 2.13 of the literature review. The use of the MOC had been identified as one of the solution to improving service delivery in the affected area and others as well. Another way of improving service delivery is by way of involving the community themselves in delivery the service. The community will be telling what service they want and how they want it delivered. In an area like refuse removal, the community can actively do the job themselves whereby the municipal will pay them for the service they had done. This will also help to alleviate the poverty levels and make sure that the community will have an income to pay for the services delivered to them. It was found that though there are some models of service delivery proven to work in other countries, there is a good chance that they could be misused due to maladministration and corruption. If the status quo does not change and stricter measures that will punish the rogue leaders, it might be another futile exercise.

5.4 LIMITATION OF THE STUDY The following were acknowledges as the limitation of the study: a) The response rate was lower than the expected. A total of 345 questionnaires was sent out to the respondents but however only 265 were returned filled and the rest were either not returned or spoiled. The portion of the population that decided not to take part could not be represented by the findings of the study. b) The study only concentrated in one section of a broader community, this means that the findings from this study might not be relevant to the broader community or township of Ntuzuma c) The findings were based on the perspective of the community and not actual leaders themselves.

5.5 RECOMMENDATION FOR FUTURE STUDIES The following recommendations are made for future research on this subject: a) The leadership quality was measured using the perception of the community. Future studies can measure leadership quality using other dimensions. Previous track records, appraisals and other applicable dimensions. b) The ways of improving

leadership qualities need to be researched in future. 5.6 Conclusions The results of the analysis pointed out that the leadership quality for the area of the study was bad and lacked credibility. If the leadership is bad and lacking credibility it therefore impacts negatively on the service delivery. All other causes of the poor service delivery kicks in as to further cripple the system that already lacks leadership. The bad leadership derails the service delivery and the services that will be delivered will be of substandard because there are maladministration and corruption which depletes the resources that are supposed to supply the services to the community. There is poor service delivery and the services are very poor and do not meet the minimum standard for service delivery and this is due to poor leadership. The empirical evidence from the study pointed out that there is a positive relationship between the quality of leadership and the service delivery and hence there is poor service delivery in the area of the study. The respondents did pointed out that the leaders are responsible for service delivery which could be either good service delivery or bad service delivery and the blame should be squarely be pointed to them no matter what. This is true as the leaders are responsible for organising the resources, planning, the leading the team and making sure that that vision and goals of the organisation are achieved. If the leaders are do not have the right qualities, they cannot be accountable. Poor leadership manifests itself in the maladministration and corruption and the lack of funds to pursue service delivery projects. The results did agree with the expectation of the study in entirety. It could be concluded that poor leadership is very bad for any organisation as it impede good governance and service delivery. The limitation of the study was that it concentrated in only a small area of a big whole and the results cannot be assumed to apply to the whole area as the same leaders could be doing exceptionally well in other parts of the same township. Another limitation was that some respondents could not be found after being given the questionnaire and this group could not be represented and their responds could be different but however due to the fact that they represented a small percentage, their different responses could not have resulted in a different outcome. </r