THE DETERMINANTS OF SERVICE DELIVERY SUCCESS IN LOCAL GOVERNMENT: THE CASE OF NELSON MANDELA BAY MUNICIPALITY

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THE DETERMINANTS OF SERVICE DELIVERY SUCCESS IN LOCAL GOVERNMENT: THE CASE OF NELSON MANDELA BAY MUNICIPALITY

by

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DECLARATION

I, Venessa Hayley Terblanche, student number 210246235, hereby declare that the treatise for Masters in Business Administration is my own work and that it has not previously been submitted for assessment or completion of any postgraduate qualification to another University or for any qualification.

Venessa Hayley Terblanche

Port Elizabeth

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I hereby wish to express my heartfelt gratitude to the following individuals for being my strength and my propellers through my MBA journey:

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ABSTRACT

Section 153 of the Constitution of South Africa (RSA, 1996) states that “a municipality must structure and manage its administration, budgeting and planning process to give priority to the needs of the community and to promote the social and economic development of the community”. Despite this mandate placed on local government, De Wet and Moseki (2015, p. 61) write that insurgent South Africans engage in violent protests against continued “municipal ineffectiveness in service delivery, poor responsiveness to citizens’ grievances, and a conspicuous consumption entailed by a culture of self-enrichment on the part of councillors and staff”

The Department of Corporate Governance and Traditional Affairs (COGTA ) (2014) identify huge service delivery backlogs, poor communication and accountability relationships with communities, corruption and fraud, poor financial management and insufficient municipal capacity as a result of lack of scarce skills as some of the priority areas impacting hardest on the municipality’s ability to function as a well-performing municipality.

Mpofu and Hlatywayo (2015) report that poor performance by workers in local government has been established as one of the major issues affecting the efficient provision of municipal services by municipalities. It thus follows that the performance and conduct of municipal employees need to be improved in order to improve the delivery of basic services to the communities they are to serve. Hanyane and Naidoo (2015) hold the view that without proper service delivery, the achievement of good governance and the effective use of public resources will remain elusive.

The primary objective of this study was to contribute to improving the levels of service delivery at a selected municipality by identifying which factors the employees of the municipality consider most effective in improving their levels of service delivery within the organisation.

A questionnaire was structured and used to conduct a survey with 65 middle-level managers, senior-level supervisors, middle-level supervisors and operational staff.
The study concluded that talent management and retention strategies were the only independent variable that proved to have a significant positive relationship with service delivery within the selected municipality.
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CHAPTER ONE

SCOPE OF THE STUDY

1.1 INTRODUCTION

Section 153 of the Constitution of South Africa (RSA, 1996, p. 1331) states that “a municipality must structure and manage its administration, budgeting and planning process to give priority to the needs of the community and to promote the social and economic development of the community”. Despite this mandate placed on local government, De Wet and Moseki (2015, p. 61) write that insurgent South Africans engage in violent protests against continued “municipal ineffectiveness in service delivery, poor responsiveness to citizens’ grievances, and a conspicuous consumption entailed by a culture of self-enrichment on the part of councillors and staff”. The department of Corporate Governance and Traditional Affairs (COGTA) (2014) identify huge service delivery backlogs, poor communication and accountability relationships with communities, corruption and fraud, poor financial management and insufficient municipal capacity as a result of lack of scarce skills as some of the priority areas impacting hardest on the municipality’s ability to function as a well-performing municipality.

COGTA (2014) identifies the following as possible reasons for the current unsatisfactory state of municipal governance:

- Strained interface between the political and administrative sides;
- Councillors struggling to deal with duties and expectations of local government;
- Separation of powers between municipal councils and political parties;
- Insufficient accountability measures and support structures for local democracy; and
- Poor levels of municipal compliance to legislative and regulatory frameworks.
Saravanja (2010) is of the view that the South African local government sector has in place well-written performance management policies, guidelines and funding. It however remains a challenge to implement these policies and strategies in order to ultimately achieve the predetermined service delivery standards. Saravanja (2010) also states that in order for performance management plans and guidelines to be successfully implemented, managers need to possess the relevant technical skills, capacity, motivation and training. Municipalities need to harmonise the culture, capacity and systems in order to achieve higher levels of organisational performance (Saravanja, 2010).

This paper will attempt to investigate how the municipality under scrutiny can foster greater levels of service delivery among its employees. It will also consider how variables such as effective performance management systems (PMSs), leadership skills (LS’s), reward system (RS’s), talent management and retention strategies (TMRS’s) will affect the service delivery levels (SDL’s) of employees to the community it serves.

1.2 PROBLEM STATEMENT

According to Roux and Nyamukachi (2005), municipalities in a majority of cases appear to be unable to render basic services such as housing, sanitation, and supply of electricity and water, especially in poor disadvantaged communities. The recent prominence and escalation of service delivery protests that have been commonplace since 2004 is a manifestation of the public's desperation and frustration with local government. Roux and Nyamukachi (2005) point out that the wave of public protests to highlight service non-delivery has escalated to the extent that the democratic stability of the country could be in jeopardy. The White Paper on Local Government Service Partnerships (2000) highlights the following reasons for the current state of affairs:

- Lack of implementation capacity at local government level;
- Corruption and nepotism;
• Inadequate human resource expertise and capacity; and
• Inadequate infrastructural and institutional capacity to render municipal services effectively.

Increasing emphasis on effectiveness and efficiency, sharper focus on customer service and higher levels of quality service have affected the public service industry at a global level. At a national level, power struggles and conflict between the three spheres of government result in duplication of services and wastage of scarce resources (Saravanja, 2010).

According to Saravanja (2010), municipalities are faced with huge challenges around:

• Implementing a plethora of policies and regulations;
• Improving efficiency of organisational processes;
• Transforming work ethics, values and organisational culture;
• Inspiring and motivating staff; and
• Improving performance and quality of service delivery through the development of the leadership and management capacity within local government.

According to Mafini (2014), the inadequate performance of the South African public services could be attributed in part to dissatisfaction within the labour force, absenteeism and excessive unionism in the public sector. Mafini (2014) comments that the South African public sector is under immense pressure to transform its current level of performance in order to achieve improved levels of services to the public. Carrim (2009) notes that several interventions initiated to bring about improved levels of services have seemed inadequate or ineffective to achieve the desired result. Mafini (2014) suggests that factors such as paucity of employee retention strategies, ineffective employee recognition, succession planning, and sluggish career management strategies contribute to the dire state of performance and service delivery within public sectors.
Van Dijk and Croucamp (2007) observe that one of the key concerns of South African local governments is the matter of capacity to provide and sustain quality services and also the ability to spend the allocated budget provided effectively. The growing presence of consultants across all areas of local government is a direct reflection of both the capacity deficit as well as the lack of implementation of PMSs (COGTA, 2014). The extent of the problem in local government was summarised by COGTA (2014) in stating that, of the 278 municipalities in South Africa, the top third could be described as getting the basics right and being able to perform the basic services at least adequately; the middle third are relatively functional, but possess some worrying signs of performance decline hence and are considered at risk; and the bottom third are seen as failing the people drastically as the basic measures to perform their central functions are not in place. Sanes (1996) finds that service providers, given the very nature of their industry, are extremely reliant on their employees to achieve effective and efficient service delivery and hence customer satisfaction.

1.2.1. Importance of solving the problem

De Wet and Moseki, (2015, p. 62) pointedly emphasise the following statement:

“We should be deeply concerned about the political and governmental environment in which decisions are taken in our daily lives. This is nowhere more true than in municipalities, which form the level of government at which large levels of essential services are delivered to the public.”

As alluded to earlier, the Constitutional mandates placed on municipalities to structure and manage their administration, budgeting and planning processes in order to prioritise the basic needs of the citizens of South Africa, make it a non-negotiable imperative that municipalities must perform in a manner that will concede to this mandate. Roux and Nyamkachi (2005) contend that, should the state of municipal service delivery not improve, public infrastructure could collapse owing to
inadequately skilled staff. Akinboade, Mokwena and Kinfack (2014) suggest that citizens currently have improved knowledge and awareness of their rights and therefore hold higher expectations of service delivery.

In local government, as in many organisations, the performance of the organisation and its level of production and service delivery lies in the strength and willingness of the workers to perform at their best (Glen, 2006). Mpofu and Hlatywayo (2015) report that poor performance by workers in local government has been established as one of the major issues affecting the efficient provision of municipal services by municipalities. It thus follows that the performance and conduct of municipal employees needs to be improved in order to improve the delivery of basic services to the communities they are to serve. Hanyane and Naidoo (2015) hold the view that without proper service delivery, the achievement of good governance and the effective use of public resources will remain elusive.

Mpofu and Hlatywayo (2015) adamantly state that improved employee performance will naturally lead to enhanced service delivery which will naturally be followed by a more extensive and beneficial provision of basic services to all South Africans.

According to the Auditor General South Africa (2013–2014), only 53 of the 268 municipalities (17%) have received clean audits. The incompetence of municipal workers (Naidoo and Xollie, 2011) is the first noted reason for this dismal state of affairs. It is singularly clear that improving worker performance will start a spiral effect of improving the overall performance of municipalities in their entirety and improving service delivery specifically. Hanyane and Naidoo (2015) go as far as stating that the outcry for improved service delivery within this arm of government should be seen as a life-saving act in response to the public plight, particularly for the poor and vulnerable citizens of South Africa.
1.2.2 Potential causes of the problem

Mpfou and Hlatywayo (2015, p. 80) state that municipal employees have been increasingly put under fire for poor service delivery and dismal performance in their general conduct while in service to the public. Hanyane and Naidoo (2015) contend that poor service delivery is mainly the result of poor performance by both the leadership and the workers in the public sector.

The Auditor General’s report for 2014–2015 sites acute skills shortages and general lack of capacity as hindering the delivery of services by local government. Inappropriate placements of employees with skills not suited to particular functions result in decreased efficiency and increased public outcry. Akinboade, Mokwena and Kinfack (2014) concur that public sector institutions generally lack an understanding of the meaning of client service and its implications, and require knowledge of how to improve public services. Public service employees often hold the view that they are there to serve the State rather than the public, hence the diminished vigour to delight the public through service delivery.

1.2.3 Previous studies on solutions to the problem

The recent viral nature of service delivery protest in local government constituencies has had the effect of making the need to improve service delivery become very compelling. More than a decade ago, Roux and Nyamkachi (2005) set out to establish a model for the reform of municipal service delivery in South Africa. The “Core to the Five Phase” reform model they constructed emphasised the need for continuous learning, training and development of all employees to increase levels of service delivery within the local government ambit.

Singh and Twalo (2015) conducted a study around the effects of poorly implemented performance management systems on the job behaviour and job performance of employees. In that study, the authors accede that a poorly implemented performance management systems would fail to motivate workers, and inevitably
their lack of job satisfaction would negatively impact on their service delivery and performance levels. Singh and Twalo (2015) report that previous research on this subject indicated that performance management improves service delivery through a culture of performance dialogue, which has the effect of improving performance against specific goals, which in turn can improve employee understanding of the link between performance and positive behaviour. This would inevitably result in improved service delivery by employees.

Kroukamp (2008) investigated local government performance and concludes that local government faces a challenge in finding a way to measure organisational excellence that is understood and accepted at national and international level. According to Kroukamp (2008), performance management is not only about the activities associated with the final product or service, but also involves measurement of the actual service or product.

Koketso and Rust (2011) conducted a study around the perceived challenges to talent management in the South African public service. The authors’ objective was to gain a deeper understanding of the talent management phenomenon in South Africa, after they had recognised that problems around intention, turnover, lack of worker recognition, and employee frustration were continuously having a slow-down effect on essential service delivery by municipal staff.

Sanes (1996) suggests that an organisation’s leadership should develop the values, vision and strategy of that organisation, and that leadership should create strategies and structures that can drive organisational transformation in order to create a culture that will focus on exceptional service. Allan and Kilmann (2001) discuss the importance of adopting a reward system within the organisation that aligns with the organisation’s strategy and that possesses the ability to motivate and retain staff, as well as its ability to have a positive effect on encouraging higher performance levels.
1.2.4 Conceptual framework to solve the problem within this the selected municipality

After reviewing the relevant literature and various other related materials, four variables (independent variables) have been identified as having a likely impact on the dependent variable, which is service delivery. These variables are: effective performance management, leadership skills, reward management and talent management and retention strategies. These variables will be discussed in brief in the section below.

1.2.4.1 Service delivery

In the current study, service delivery is considered as the dependent variable. Russell and Bvuma (2001) assert that service delivery needs to become the key focus when aiming to transform an organisation in need of positive change. The fact that the critical nature of service delivery standards has resulted in citizens showing frustration in the form of insurgent public protests, emphasises the desperate desire of citizens to make local government employees improve service delivery.

1.2.4.2 Effective performance management systems

Singh and Twalo (2015) contend that a poorly implemented PMS will have a direct bearing on the employees’ lack of job satisfaction, which will negatively impact on their service delivery levels and performance. The present study explores whether the employees of the chosen organisation agree that the effective implementation of the organisation’s PMS will have an impact on their levels of service delivery.
1.2.4.3 Leadership skills

Sanes (1996) reasons that the leadership of an organisation has the responsibility of modelling behaviour which will set the organisation apart as an outstanding service provider. Leaders need to communicate their goals and vision continuously with their employees in order to ensure that employees understand the leaders’ expectations, and so that everyone in the organisation is working towards the same goals and vision. The present study explores whether the employees of the chosen organisation feel that their leaders are displaying the skills and traits that are likely to encourage higher service delivery standards.

1.2.4.4 Reward systems

Allan and Kilmann (2001) advocate that the reward systems adopted by organisations must contain the ability to motivate employees to higher standards of performance and should be consistent with the employees’ expectations and goals. The present study focused on assessing whether the employees of the chosen organisation consider the existing reward system as having an impact on their levels of service delivery.

1.2.4.5 Talent management and retention strategies

Koketso and Rust (2011) are of the opinion that a lack of appropriate talent management and retention strategy has a direct impact on both staff morale and productivity within the organisation. This study explores whether the employees at the chosen organisation consider the current talent management and retention strategies within the organisation sufficient and appropriate to encourage them to increase their service delivery to the organisation and the public.

The following null hypotheses have been formulated in relation to the relationships between the dependent and independent variables in the conceptual model:
H01: Effective performance management is not significantly related to effective service delivery within the selected municipality.

H02: Leadership skills are not significantly related to effective service delivery within the selected municipality.

H03: Reward systems are not significantly related to effective service delivery within the selected municipality.

H04: Talent management and retention strategies are not significantly related to effective service delivery within the selected municipality.
FIGURE 1.1: HYPOTHESESSED MODEL FOR IMPROVING SERVICE DELIVERY IN THE SELECTED MUNICIPALITY

- Effective performance management
- Leadership skills
- Reward systems
- Talent management and retention strategies

Service delivery

H01
H02
H03
H04
1.3 RESEARCH OBJECTIVES

The primary objective of this study is to contribute to improving the levels of service delivery at a selected municipality by identifying which factors the employees of the municipality consider most effective in improving their levels of service delivery within the organisation.

In order to achieve this research objective, the following secondary research objectives are formulated:

- To conduct an extensive literature review on service delivery in general and within the local government sphere in particular;
- To construct a questionnaire which contains instruments to measure the abovementioned variables;
- To draw a convenient sample of a minimum of 100 employees from all occupational levels within the revenue management and customer care centres of the selected municipality;
- To analyse the data using the STATISTICA computer software program;
- To record and interpret the empirical results collected; and
- To draw conclusions, provide managerial recommendations and indicate research gaps for future studies.

1.4 METHODOLOGY OF THE STUDY

1.4.1 Research paradigms

Collis and Hussey (2003) define a research paradigm as a philosophical framework that guides how scientific research should be conducted. They continue to refer to these two main paradigms as the positivist (quantitative) and interpretivist (qualitative) paradigms.
1.4.1.1 Quantitative research

Quantitative research is often thought to be more objective than qualitative research (Lancaster, 2005). It is almost entirely in the form of numbers, and the researcher has the ability to quantify the results obtained through the empirical study conducted. Collis and Hussey (2003) describe quantitative research as being predominately related to counting the occurrences of a phenomenon or attempting to measure the variables related to the study.

1.4.1.2 Qualitative research

Blumberg, Cooper and Schindler (2011) describe qualitative research as being explorative in nature, character and meaning of a subject. It could possibly include in-depth interviews, observation of participants and case studies among other methods. Collis and Hussey (2003) describe qualitative research as being more concerned with the meanings and experiences associated with the variables of a study.

1.4.1.3 The present study

This study will employ quantitative techniques to measure the stated independent variables of effective performance management, leadership skills, reward management, and talent and retention strategies, and how they impact on service delivery as the dependent variable. The construction of a questionnaire enables the researcher to collect data, measure the relationships between variables, and make conclusive deductions based on the results obtained through the data collection process.
1.4.2 The sample

Lancaster (2005) describes a sample as being a part of a population, generally chosen in a manner that will be congruent with the characteristics of the wider population it is intended to represent.

For the present study, a random sample of 100 employees from the revenue management and customer care divisions of a selected municipality in the Eastern Cape were selected. The sample included representatives from four occupational levels being middle level management, senior level supervisors, middle level supervisors and operational staff.

A questionnaire was constructed as a means of collecting empirical data for this study. The questionnaire was distributed by hand to respondents, given the conveniently close proximity of the population. In order to ensure confidentiality, respondents were requested not to provide any identifiable information as part of the information required on the questionnaire.

1.4.3 Measuring instruments

Collis and Hussey (2003) describe a questionnaire as a list of carefully structured questions specifically selected for its ability to elicit reliable responses for the selected sample. For this study, the researcher used a questionnaire specifically constructed to address the primary objective of this study, being to improve the levels of service delivery through identifying which factors the employees of the selected municipality consider most effective in improving their levels of service delivery. The questionnaire was presented to respondents with an accompanying covering letter explaining the purpose of the survey, ensuring confidentiality of all respondents and lastly expressing thanks and appreciation for the voluntary participation in the survey.
The questionnaire consists of two sections. The first section is comprised of a range of questions related to each of the variables of the study. A total of 30 questions in random order were posted to the respondents. The second section of the questionnaire contains questions pertaining to the demographical data of the respondents. All the instruments on the latent variables covered in the questionnaire were anchored to a five-point Likert scale ranging from (1) strongly disagrees to (5) strongly agree.

Self-constructed instruments were used to measure the latent variables, service delivery, performance management, leadership skills, reward systems, and talent management and retention strategies. Each instrument consisted of six items sourced from secondary literature (Dolley & van der Westhuizen, 2009; Maqungo, 2012) and a focus group of three managers from three different municipalities.

1.5 DEFINITION OF CONCEPTS

The present study focuses on the following latent variables:

1.5.1 Service delivery

Verma and Boyer (2010) define services as actions that include a tangible component but also an intangible offering. The Australian Centre of Excellence for Local Government (ACELG) (2015) explains that local governments deliver a wide range of services to meet the needs and wants of the communities they are appointed to serve; this is called service delivery. Service delivery in local government can been seen as having two components. One of these is an internal service component which covers budgeting, human resources and similar functions; the other covers a range of external services which include the supply of water and electricity, waste collections and other related functions.
1.5.2 Effective performance management

Performance management is the process of evaluating workers’ job performance in line with a set of standards and subsequently communicating the results of the evaluation to the employees (Matjila, 2015).

1.5.3 Leadership skills

According to DuBrin (2013, p. 4), “Leadership is not something you do to people. It is something you do with them”. DuBrin (2013) continues by highlighting traits such as being inspiring, creative, passionate, and a visionary with social skills as key to the makeup of effective leaders.

1.5.4 Reward systems

Allen and Kilmann (2001) state that reward systems are the organisation’s strategies aimed to motivate employee performance; they should be consistent with the overall strategy of the organisation, being able to attract and retain people with knowledge, skills and willingness to realise the organisation’s strategic goals.

1.5.5 Talent management and retention strategies

Koketso and Rust (2012) described talent management and retention strategies as the deliberate efforts by an organisation to ensure leadership continuity in key positions and encourage individual advancement.
1.6 OUTLINE OF THE STUDY

In Chapter 1 of this treatise, the scope of the study is explained. The scope comprises an introduction, problem statement, conceptual framework, research objectives, null hypotheses, and methodology of the study. It concludes with the provision of a definition for each of the concepts that form the core of the study.

The remainder of the treatise is structured as follows:

- A comprehensive literature review and an in-depth discussion around all the variables identified in the conceptual framework is contained in Chapter 2;

- Chapter 3 outlines the research design and methodology adopted for this study. This includes a brief discussion of the measuring instruments, data collection processes and analysis of data collected;

- The discussion of the empirical results in light of the research problem occurs in Chapter 4. The statistical analysis of each measuring instrument is discussed and the dominant findings are analysed. Additionally, multi-regression analysis of the empirical results is described and the findings highlighted.

- Chapter 5 offers a summary of the findings, conclusions and deductions flowing from the empirical study. The chapter lends itself to emphasising the essence and key points of the study and also presents recommendations to management based on the researcher's interpretations and views. The chapter concludes with possible prospects for further studies aligning with the present study, and also exposes any gaps which existed prior to this study.
CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

While Chapter 1 focused on the reasons for and importance of conducting this study, Chapter 2 is dedicated to a review of the existing literature regarding service delivery and the variables identified as impacting on service delivery, namely effective PMSs, leadership skills, talent management, retention practices and rewards. The chapter commences with review of the definitions of service delivery and a brief discussion of what is generally considered as good service delivery. A brief review of policies and regulations governing service delivery within the local government will follow.

Each of the four independent variables identified will form part of the literature reviewed for this study. The researcher discusses the importance and impact of an effective PMS on the overall performance and ultimately the level of services offered by an organisation. The chapter continues with a review of existing literature on the topic of leadership skills and the role this variable plays in the service delivery of an organisation. Talent management and retention strategies will also form part of the core of the literature being reviewed. Finally, literature concerning rewards systems and their suitability and ability to influence service delivery is discussed.

The findings in previous literature and the relevance to the current study form the basis of the hypothesised relationships between the dependent and independent variables of the study.
2.2 SERVICE DELIVERY DEFINED

Johns (1999) made an in-depth study of the concept of service and discovered that a total of 279 673 articles contained the word “service” in 1997. This phenomenon was a clear indication of the growing importance of the concept. Johns (1999) also found that the word has a great richness and diversity in meaning. Service often has a style or manner of its own, lending it unique qualities when delivered (Johns, 1999).

Fox and Meyers (1995) define service delivery as the provision of public activities, benefits or satisfactions to the citizens of the region it serves, while Mpofo and Hlatywayo (2015) define services as a result of mechanical and human effort aimed at people or objects. According to Walsh and Gordon (2010), service delivery is the application of knowledge to solve a client’s problem. On the other hand, Posignin, Smart and Maull (2011) are of the view that service delivery can be described as the mix of tangible and intangible elements comprising the delivered service and that it encompasses the structure and infrastructure to deliver the service concept. The South African Public Service Commission (2005) defines public service delivery as every service that should be delivered to citizens in an impartial, fair, equitable and non-biased manner. In the context of this study, services are viewed as the effective and efficient provision of basic services by the municipality to the constituency it is responsible for.

2.3 THE IMPORTANCE OF SERVICE DELIVERY

Boshoff and Staude (2003) consider the long-term survival of an enterprise as being entirely dependent of the level of services offered by the enterprise. Within the public service arena, poor service delivery more often than not affects the customer’s life in a direct or an indirect manner. Pietersen and Oni (2014) are of the opinion that public entities are the least trusted institutions in the country given their disappointing service delivery track record. Tsatsire, Taylor and Raga (2010) maintain that local service from government is necessary to ensure a reasonable and acceptable standard of living. It would however appear that the lack of efficiency and productivity
in government departments is a main cause for citizens losing confidence in public entities (Pietersen & Oni, 2014). Mpofu and Hlatywayo (2015) report that provision of basic services to all citizens of the country has proven to be an indispensable priority of the municipalities’ charter and that municipalities are therefore tasked with the mammoth task of deciding how best to improve the provision of basic services to the masses.

2.4 SERVICE STANDARDS

Gaster (1996) contends that public service is underpinned by the values of equity, equality and responsiveness. This author declares that although words such as “consistency” and “conformance to specification” are seen as crucial to service standards, the nature and complexity of public services makes the achievement of these two terms ever evasive.

Brennan and Douglas (1998) find that service standards are important in the public service arena because this is how the service industry will gain the trust and confidence of the public they serve. They continue, noting that the variable characteristics and many factors that make up the array of services to be rendered by public service enterprises makes it an intricate task to set targets and measure efficiency of delivered services. Brennan and Douglas (1998) further contend that lack of resources is the single most concerning constraint in setting standards for public service delivery.

Pretoruis and Schurink (2007, p. 22) developed what they term the “retro advanced leadership model”. This model outlines management of leadership performance, legislative imperative, achieving realistic goals, and continuous monitoring as being imperative for improving service delivery.

Akinboade, Mokwena and Kinfack (2014) are of the view that public service organisations lack a detailed understanding of the meaning of client service and its implications, and that they require knowledge about how to improve service delivery.
They also contend that because public enterprises normally have a built-in customer base, this monopoly leads to a lack of competitive forces to improve service delivery for service retention.

According to Fryer, Anthony and Jack (2007), public service organisations are quite distinct from private organisations given that they have to serve a wide range of stakeholders, and additionally are expected to abide by the whims and fancies of the government. Also, in the private sector, serving more customers often implies higher profits, while in the public sector it often implies more work and expenditure. Johns (1999) believes that satisfaction is a direct measurement of service quality. He regards service quality as the customer’s perception, over time, of the organisation’s service standards.

Siddiquee (2008) posits that because service delivery is at the core of governmental obligations to its citizens, reform programmes have specifically sought to redesign and re-engineer the systems and processes seeking to bring about dramatic improvements in terms of access, quality and speed of public services. He observes that this need for reform has led to various initiatives over the years in the public service arena. Initiatives that include one-stop service counters, alternative service delivery systems, outsourcing, public–private partnerships in service, quality control circles and total quality management, and online service provision are ways to address the outcry for a public service delivery re-make.

Brennan and Douglas (1998, p. 46) define service standards in local government as an arranged level of service required for a particular purpose, a benchmark used for comparative analysis. Siddiquee (2008) concurs that an important step towards improving service delivery standards is the introduction of benchmarking. Benchmarking is defined as a systematic and continuous process to identify, learn, adapt and implement best practices mostly from external agencies achieving excellent performance. In order to improve government service delivery standards, it is important that institutions undertake regular evaluations to assess how their clients view the service in terms of speed, convenience and accessibility.
Johns (1999) notes that, from a quantitative standpoint, a service would be deemed measurably effective if the customer is delivered exactly the service processes requested the first time around, and if the customer is delivered such service promptly. Johns (1999) continues that performance ambiguity coupled with the intangibility of the services causes difficulties for customers in evaluating the service received.

The South African government initiated various programmes in an attempt to instil service quality awareness and standards throughout all public entities. Three of these key service delivery improvement initiatives were:

- *Batho Pele*
- Public–private partnerships

For the purpose of this study, the Batho Pele principles will be discussed. These principles were published in 1997 as part of a reform document called the White Paper on Transforming Public Service Delivery. It introduces eight service delivery standards to be implemented by public entities in order to reach higher service delivery standards. The eight principles are:

- To regularly consult with customers;
- To set service standards;
- To increase access to services;
- To ensure higher levels of courtesy;
- To provide more and better information about services;
- To increase openness and transparency about services;
- To remedy failures and mistakes; and
- To give the best possible value for money.

Russell and Bvuma (2001) carried out a subsequent survey around the success and effectiveness of the Batho Pele principles, where they found that national
departments surveyed were more compliant than provincial and local departments. Tsatsire, Taylor and Raga (2010) in their endeavours concluded that many municipal employees who responded to a survey measuring adherence to the Batho Pele principles believed that local government was not adhering to these eight principles. Pretoruis and Schurink (2007) are of the view that leadership, though not mentioned specifically, was one of the most crucial components of the Batho Pele principles.

Donnelly, Wisneiski, Dalrymple and Curry (1995) offer one mechanism that can be applied as a general methodology to measure service quality, known as the SERVQUAL model. This model identifies definite criteria which customers use to evaluate the service they receive; these are classified into five major dimensions listed below:

- **Tangibles** – The appearance of physical equipment, personnel, physical facilities and communications materials;
- **Reliability** – The ability to perform the promised service accurately and dependably;
- **Responsiveness** – The willingness to help customers and to provide prompt service;
- **Assurance** – The competence of the system and its credibility in providing a courteous and secure service; and
- **Empathy** – The approachability, ease of access and effort taken to understand customers' needs.

Sanes (1996) found that unskilled and unwilling workers will quickly erode the benefits of service differentiation created by an innovative organisation. She comments that service organisations, given the nature of their business, are extremely dependent on their employees to achieve customer satisfaction. Bowen and Schneider (1988) suggest that service firms need to create a sustained culture that enhances employee attachment to organisational service goals.
2.5 HYPOTHESISED FACTORS THAT COULD CONTRIBUTE TO IMPROVING SERVICE DELIVERY IN MUNICIPALITIES

The preceding literature review points to the importance of and need to improve service delivery in municipalities. The present study suggests four selected variables that are critical in efforts to achieve such improved service delivery in municipalities. These factors are now individually discussed and hypotheses relating to them are formulated.

2.5.1 Effective performance management in local government

Taylor and Taylor (2013, p. 5486) describe a PMS as follows:

“A performance management system is a system that provides a concise overview of performance through sets of (financial and/non-financial) metrics that guide and support the decision-making processes of an organisation. This is done by gathering, processing and analysing information about its performance, and communicating it in the form of a succinct overview to enable the review and improvement of strategy deployment and alignment of key business processes.”

Kennerley and Neely (2002) recommend that in order to ensure that appropriate metrics are chosen, the metrics should be reviewed and monitored timeously. Organisations need leaders who possess the skills suited to these needs. Taylor and Taylor (2013) found that the absence of a quality management culture and of a general learning orientation can be detrimental to the successful implementation of a PMS.

Maqungo (2012) lists the following issues among others pertaining to effective performance management particular to the institution representing the population of this study:

- Gaps in the PMS, performance information, performance indicators and reports; and
• Lack of control over and monitoring of the implementation of council decisions and lack of monitoring and evaluation, both administratively and politically.

During their study of 10 companies to identify the main drivers of successful implementation of PMSs, Taylor and Taylor (2013) found that top management commitment and understanding the benefits of PMSs is far more important than the effort it requires to implement an effective PMS. Taylor and Taylor (2013) emphasise that even the best bought PMS will be of no use if it is not implemented effectively from the top.

Performance management and appraisals are potentially key tools for organisations to draw the maximum benefit from its human capital within its service (Prowse & Prowse, 2009). These authors maintain that when a PMS is effectively implemented, it holds the ability to motivate employees by clarifying the organisation’s goals and objectives and in setting clear future objectives while assisting in the identification of training and development needs to be met in order to achieve the set performance objectives.

Prowse and Prowse (2009) suggest that it is important to allow for tighter management control over individual employee behaviour through the extension of appraisal to both professional staff and manual workers. These authors argue that effective performance management provides huge potential for individual feedback that could impact greatly on increasing motivation, the opportunity to clarify goals and objectives, and to provide a platform for future employee development and growth.

According to Pillay and Subban (2007), effective performance management holds the following benefits for an organisation:

• The ability to alert municipalities to under-performance and capacity limitations which are crucial to address for the acceleration of service delivery;
• The ability to isolate weaknesses and the need for further refinement and improvement in local government systems;
• A tool for the promotion of accountability; and
• A tool for the creation of pressures for change at various levels.

Patton (2001) is of the view that effective performance management has the ability not only to increase accountability, but also to facilitate learning through experience and to stimulate a culture of best practice which will ultimately culminate in higher levels of service delivery. Effective PMSs furthermore offer an excellent basis for providing feedback and sending signals to the various stakeholders of an organisation (Henri, 2006). It simultaneously provides a basis for guiding crucial decision-making processes through its ability to emphasise both crisis areas and star performance areas. Radebe (2015) indicates that effective performance management clarifies employees’ individual goals and responsibilities and through this, allows the employees to perform a more refined, improved service to the organisation.

Against the background of the preceding literature review, it is hypothesised that:

H1: Effective performance management is positively related to effective service delivery within the selected municipality.

2.5.2 Leadership skill and its influence on service delivery

According to De Wet and Moseki (2015), leadership can be defined as the capacity of an individual to rally other people to a common purpose, to achieve a result through people, and to have a character which inspires confidence. It follows, then, that a leader should be honest, competent, forward-looking and inspiring to those whom they should be leading (De Wet & Moseki, 2015). Murphy and Torre (2014) find that a clear vision routinely surfaces in studies around effective leadership and successful organisations, and that leaders provide a roadmap for an organisation to function effectively and to deliver excellent service to its customers. Leggat and Holmes (2015) concur, noting that a vision that is clear to employees and one that
they can identify with is positively related to job satisfaction, the intention to stay with the organisation, and to increased employee effort.

Murphy and Torre (2015) offer the view that the hallmark identifier of high-performance organisations is that there is ongoing and coherent communication and discussion around its vision. Analoui, Ahmed and Kakabadse (2010) contend that as much as there are a wide range of factors that affect effective operations and service delivery, leadership is consistently mentioned as being critical in this sphere. Leadership qualities are key in improving service delivery in local government and to steer the organisations in these times of ever-changing demands (Pretoruis & Schurink, 2007). According to Van der Walt (2012), specific leadership skills are needed to improve South African local government service delivery, more specifically to address the continually changing demands for improved service delivery, especially around addressing the inequalities of the past.

Taylor and Taylor (2013) state that in order to create an effective leadership team, the members of an organisation must share common beliefs and aspirations about the organisation and its future direction. Murphy and Torre (2015) share this view that leadership is the cornerstone element in developing, implementing and shepherding the organisation’s vision and in turn enshrining a performance-driven organisation. Through various strategies and planning processes, leaders would develop a framework that can drive the organisational transformation and create a culture which is focused on offering exceptional service.

Leaders who are prepared to “walk the talk”, are able to engage the workforce by connecting with them and creating a shared vision that could make the workforce more motivated to achieve the collective goals of the public sector. If leadership does not share this vision, all planning and strategies will be futile (Antwi, 2009).

Analoui, Ahmed and Kakabadse (2010) concur, stating that the leadership characteristics that inspire greater service commitment and performance from employees are being a good motivator, having the ability to lead and the ability to allocate resources efficiently, and being responsible and conscientious. According to
Drucker (2006), the practices that effective leaders have in common are that they recognise what needs to be done, understand the nature of the organisation take responsibility for decisions and communication, and focus on opportunities rather than on constraints and problems.

In order for leadership to cultivate a staff complement that offers differentiated service experiences, leaders require a culture that rests on trust. To transform the vision of delighted customers into reality requires organisational structure, management practices and business systems which encourage and permit employees to provide exceptional service to customers. The quality of leadership will determine whether employees will be motivated to deliver exceptional service to customers (Sanes, 1996). Maddock (2005) believes that the public service industry needs leaders who can connect with the local realities while improving the overall organisational capacity in response to both public and organisational needs.

Various regulatory and legislative requirements have been implemented as part of the government’s attempt to create and maintain the required competencies with its public institutions. De Wet and Moseki (2015) specify that section 195(1) of the Constitution, (RSA, 1996) mandates that the State should have “good human resources management and career development practices” which would ensure correct skills and capacity of local government staff. Additionally, the Local Government Municipal Systems Act 32 of 2000 (RSA, 2000) states that municipal managers and the managers accountable to these municipal managers – in other words, the entire municipal leadership – should possess the following managerial competencies:

- Strategic capability;
- Programme and project management;
- Financial management;
- Change management;
- Knowledge management;
- Service delivery innovation;
- Problem-solving and analysis;
- People management;
- Client orientation and customer focus;
- Communication and accountability; and
- Ethical conduct.

Moreover, Analoui, Ahmed and Kakabadse (2010) suggest that effective leadership is a function of the manager's ability to master a myriad set of practices which include time management, result-orientation, concentrating on a few major areas, and making effective decisions. These competencies demonstrated in leaders would translate in service excellence for the organisation the manager leads.

Gaster (1996) concedes that because of the complex and often bureaucratic nature of public service organisations, it is often a daunting task to be a leader given the strikingly wide range of tasks and skills they are expected to carry in this industry. The White Paper on Municipal Service Partnerships (2004) emphasises that focused attention on capacity enhancement of local government leadership will lead to improved service delivery by strengthening the development of feasible service delivery goals and implementation strategies.

Against the abovementioned background, the following hypothesis was formulated:

H2: Leadership skills are positively related to effective service delivery within the selected municipality.

2.5.3 Reward systems and its influence on service delivery

Antwi (2009) suggests that in a knowledge-, service- and information-based economy, the most important source of competitive advantage is no longer financial capital, but people. In order to provide a world-class quality public service, public sector institutions should have the best, most competent, most motivated workforce. According to Vermeulen (2007), the public sector is facing challenges in retention
such as brain drain, a shortage of suitably skilled individuals and a high turnover of staff. According to Pietersen and Oni (2014), the top 10 retention initiatives used are:

- Market adjustment/base salary increases
- Hiring bonuses
- Work environment
- Retention bonuses
- Career development and promotion opportunities
- Above-market pay
- Special training and education opportunities
- Individual spot bonuses
- Stock programmes
- Project milestone/completion bonuses.

Public service employees are of the view that salaries in the public sector are generally lower than in the private sector (Analoui, Ahmed & Kakabadse, 2010). Mpofu and Hlatywayo (2015) however contend that salaries should merely form a part of well-structured reward system aimed at both attraction and retention of talented and competent individuals. According to Sanes (1996), it is important that employees should be publically and privately recognised for exceptional service delivery.

Mpofu and Hlatywayo (2015) assert that rewards and interventions such as employee training and development have a major impact on organisational performance and service delivery, and that by increasing the best-tailored reward and training programmes, the organisation stands to reap higher levels of performance among employees. Pietersen and Oni (2014) have found that well-designed employee benefit packages such as on-site childcare facilities and family-friendly programmes have been highly effective in encouraging employees to remain with their organisations in the public sector. Furthermore, Antwi (2009) reports that in order for leadership to create a world-class workforce, they should:
• Invest in their employees and treat them like assets and not costs;
• Communicate with, involve, and empower employees; and
• Offer employees a wide variety of motivational and reward tools that appeal to their needs and motivations.

Table 2.1 provides examples of reward types classified according to their transactional (tangible rewards) and relational (intangible rewards) characteristics.

**TABLE 2.1: Types of rewards**

<table>
<thead>
<tr>
<th>TRANSACTIONAL (TANGIBLE)</th>
<th>RELATIONAL (INTANGIBLE)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PAY</strong></td>
<td><strong>BENEFITS</strong></td>
</tr>
<tr>
<td>Base pay</td>
<td>Pensions</td>
</tr>
<tr>
<td>Annual bonus</td>
<td>Holidays</td>
</tr>
<tr>
<td>Long-term incentives</td>
<td>Perks</td>
</tr>
<tr>
<td>Shares</td>
<td>Flexibility</td>
</tr>
<tr>
<td>Profit-sharing</td>
<td></td>
</tr>
<tr>
<td><strong>LEARNING AND DEVELOPMENT</strong></td>
<td><strong>WORK ENVIRONMENT</strong></td>
</tr>
<tr>
<td>Training</td>
<td>Organisation culture</td>
</tr>
<tr>
<td>On-the-job-learning</td>
<td>Leadership</td>
</tr>
<tr>
<td>Performance management</td>
<td>Communications</td>
</tr>
<tr>
<td>Career management</td>
<td>Involvement</td>
</tr>
<tr>
<td>Succession planning</td>
<td>Work–life balance</td>
</tr>
<tr>
<td>Non-financial recognition</td>
<td>Non-financial recognition</td>
</tr>
</tbody>
</table>

Source: Antwi (2009)
Mafini and Pooe (2013) explain that factors such as meaningful employment contracts, acceptable work schedules and compensation systems are related to employee wellbeing and willingness to deliver exceptional service to the organisation. In addition, competitive and fair compensation packages are both crucial and highly effective in encouraging job satisfaction and in turn, job performance (Pietersen & Oni, 2014).

The preceding literature review prompted the formulation of the following hypothesis:

H3: Rewards are positively related to effective service delivery within the selected municipality.

### 2.5.4 Talent management and retention strategies and their influence on service delivery

Kerr-Phillips and Thomas (2009) suggest that internationally, industries are experiencing critical skills and labour shortages and that the only way to counter this is through viable retention options. According to Pietersen and Oni (2014), the staff turnover within public sector, and in local government in particular, is very high and this has major negative impacts on overall efficiency, productivity and service in public organisations.

The White Paper on Human Resource Management on Public Service (1997) had at the core of its vision that the public service arena should establish a human resource management component consisting of competent, well-managed employees who are capable of and committed to delivering high quality service to all people of South Africa. Van der Walt (2014) points out that in 2002, the Institution of Municipal Engineering of South Africa found in a survey undertaken by the institution, that the results clearly proclaimed that skills shortage and government’s technical abilities are the greatest challenges facing municipal service delivery in South Africa today, and that service delivery suffers as a result of institutional capacity constraints. Kahn and Louw (2010) are of the opinion that poor service delivery in the public arena is
most often the result of lack of appointed qualified and competent individuals in relevant positions, while preference is given to political appointments and nepotism. In addition, Mafini (2014) argues that challenges such as the paucity of effective employee retention strategies, ineffective employee recognition initiatives, management and succession planning, are areas impacting on the levels of service delivery in local government.

According to Koketso and Rust (2011), in order to deliver services effectively, public talent and capacity should be effectively managed. Koketso and Rust (2011) caution that a lack of sufficiently trained employees by local government contributes to the slow and ineffective service delivery. Krexe (2014) opines that talent management has been identified as a key strategy to improve the performance of an organisation and its service delivery, through making sure that public institutions have the right human talent pool to provide basic services as efficiently as possible.

Talent management has been defined as an active management system used to identify, capture, utilise, develop, grow and nurture the talent of employees to the benefit of the company at large (Tuck, 2004). Oosthuizen and Nienaber (2010) define talent management as an integrated system of recruitment, development and retention of the required human resources needs through the organisation.

Koketso and Rust (2011) agree that poor talent management practices in public sectors, particularly local government, lie at the heart of the service delivery crisis. Pietersen and Oni (2014) point out that the ever-increasing number of employees exiting the public domain every year is evidence of the lack of talent management within the sector. These authors write that the public service arena seems to be more prone to high turnover rates in the following areas:

- Computer programmers
- Health professionals
- Computer systems design and analysis
- Physical, mathematical and engineering professionals
- Physical and engineering associated professions.
In the local government sphere, the following areas were hit the hardest through talent loss (Koketso & Rust, 2011):

- Engineers
- Town and regional planners
- Land surveyors
- Industrial technicians
- Spatial planners
- Legal administration officers
- Medial liaison offices.

An effective retention policy is important to retain those who are trained in critical areas in local government. Loss of key personnel can be curtailed by enticing them to remain in the institution by:

- Keeping them constantly exposed to new knowledge;
- Providing them with appropriate tools applicable in their various fields; and
- Providing them with a conducive work environment (Ocheni, Moses & Nwankwo, 2012).

Organisations should strive to reinforce and promote retention strategies that lead to positive changes to increase job satisfaction as well as decrease job dissatisfaction in order to maintain valuable human resources (Pietersen and Oni, 2014). These authors also concede that allowing greater internal opportunities for advancement is invaluable in retaining employees.

According to Krexe (2014), having sufficient talent management strategies is crucial to the improvement of the performance of organisations by making sure that public institutions have the right individuals to bring about effective service delivery to the public. Kerr-Phillips and Thomas (2009) note that a high performance work culture with little bureaucratic practices strongly influences employee retention. The authors
conclude that an inclusive culture and one of transformation is key in instilling the desire for employees to stay and invest in the organisation.

Given the preceding literature review, the following hypothesis was formulated:

H4: Talent management and retention strategies are positively related to effective service delivery within the selected municipality.

2.6 CHAPTER SUMMARY

This chapter has been dedicated to gathering a theoretical understanding through an extensive literature review of both the dependent variable of service delivery and all five independent variables, namely effective performance management, leadership skills, talent management, retention management, and reward management. The literature review conducted underpinned the relevance of the independent variable in its effect on service delivery.

The chapter was quite extensive in providing definitions and conceptualisations of each of the variables identified as possibly having an impact on service delivery levels among local government employees. The chapter also provided discussions which included benefits and advantages of both the dependent and independent variables. The authors cited in this chapter were all of the view that the independent variables discussed, if successfully implemented, have a very high probability of impacting positively on service delivery.

Chapter 3 of the study will be focusing on the research methodology most suitable for the research problem, which will be identified and discussed. Additionally, the research design, methodology, population and sampling techniques, and methods of gathering data for this study will be discussed.
CHAPTER 3
RESEARCH METHODOLOGY AND EMPIRICAL RESULTS

3.1 INTRODUCTION

Chapter 2 presented a review of the existing literature pertaining to service delivery and the variables identified as impacting on service delivery, these being leadership, leadership and its influence on PMSs, talent management systems and retention practices and rewards. In this chapter, the research methodology most suitable for this research problem is identified and discussed. The research design, methodology, population and sampling techniques and methods of gathering data for this study are also discussed.

Collis and Hussey (2003) contend that given the fact that research means different things to different people, it is very difficult to reach clear consensus on the definition of research. There is however accord when pointing out that research is a methodical process of enquiry aimed at increasing knowledge in a field. Smith and Dainty (1991) define research as a systematic process of discovering, acquiring and using knowledge.

3.2 RESEARCH DESIGN

Collis and Hussey (2003) explain that a research design provides a plan which the researcher can use to guide and focus the research. The research design of a study outlines the logical course that the study will follow.

Blumberg, Cooper and Schindler (2011) suggest that while definitions of a research design vary, researchers tend to agree that the essentials of research design are the following:

- The design involves an activity and time-based plan;
- The research questions form the basis of the plan;
The selection of sources and types of information are guided by the design;

The framework for setting out the relationship between the study’s variables is guided by the design;

The design informs the procedures for every research activity.

### 3.3 Research Paradigm

Smith and Dainty (1991, p. 7) advise that two contrasting approaches or paradigms exist in research. They define a paradigm as a “constellation of beliefs, value, techniques shared by members of a community”. Collis and Hussey (2003) describe a paradigm as the progress of scientific practice based on people’s philosophies and assumptions about the world and the nature of knowledge, and in this context, about how the research should be conducted. Collis and Hussey continue to write that there are mainly two paradigms in which a thesis can be written; these are known as the positivist and phenomenological approaches.

Blumberg, Cooper and Schindler (2011) note that research study mainly uses two distinct methods of study within these paradigms, being the qualitative and quantitative methods. Logically, as the terms suggest, quantitative studies are based on numbers and figures while qualitative studies are softer in nature and based on information such as words and narratives of a study. The positivist paradigm aligns strongly with the quantitative approach given that it is experimentalist, objective and scientific in nature. The phenomenological paradigm aligns strongly with the qualitative approach, given its subjectivist and humanistic nature. Lancaster (2005) defines qualitative study as a study based on data in the form of descriptive accounts of observations, or data which is classified by type; he defines qualitative studies as studies based on data which can be expressed numerically or classified by some numerical form. Lancaster devised the following table to present the main differences between qualitative and quantitative studies:
Table 3.1: Qualitative versus Quantitative paradigm comparison

<table>
<thead>
<tr>
<th>Qualitative paradigm</th>
<th>Quantitative paradigm</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interested in understanding the participant’s own frame of reference</td>
<td>Interested in seeking the facts and causes of social situations</td>
</tr>
<tr>
<td>Uncontrolled, realistic observation</td>
<td>Controlled measurement</td>
</tr>
<tr>
<td>Subjective in nature</td>
<td>Objective in nature</td>
</tr>
<tr>
<td>Inquiry from the inside</td>
<td>Outsider perspective</td>
</tr>
<tr>
<td>Descriptive, inductive and discovery-orientated</td>
<td>Verification-orientated, ungrounded, reductionist</td>
</tr>
<tr>
<td>Holistic, assuming a dynamic reality</td>
<td>Particularistic, assuming a stable reality</td>
</tr>
</tbody>
</table>

Source: Lancaster (2005)

This study is based on a quantitative analysis to investigate the hypothesised relationship set out in Chapter 1; it will thus reside in the positivistic paradigm. Collis and Hussey (2003) offer the following philosophical assumptions outlined in the table below underpinning the positivistic paradigm:
<table>
<thead>
<tr>
<th>Assumption</th>
<th>Question</th>
<th>Quantitative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ontological</td>
<td>What is the nature of reality?</td>
<td>Reality is apart from researcher; it is singular and objective</td>
</tr>
<tr>
<td>Epistemological</td>
<td>What is the relationship between the researched and the researcher?</td>
<td>An independent relationship exists between the researcher and that being researched.</td>
</tr>
<tr>
<td>Axiological</td>
<td>What is the role of values?</td>
<td>Unbiased and value-independent</td>
</tr>
<tr>
<td>Rhetorical</td>
<td>What is the language of research?</td>
<td>• Quantitative terms used; impersonal voice.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Based on a set of fixed definitions; has a formal tone.</td>
</tr>
<tr>
<td>Methodological</td>
<td>What is the process of research?</td>
<td>• Categories are isolated before the study – adopts a static design</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Follows a deductive process; tests causes and effects</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• It is free from context</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Results are accurate and reliable through validity and reliability</td>
</tr>
</tbody>
</table>

Source: Collis and Hussey (2003)
3.4 METHODOLOGY OF THE STUDY

Lancaster (2005) writes that though there are various facets of categorisation and design of research methodologies, the distinctive feature lies in the methods and approaches to data collection. The following sections outline the methodology this study follows.

3.4.1 Population

Blumberg, Cooper and Schindler (2011) define a population as the total collection of elements about which one wishes to make inferences. Collis and Hussey (2003) describe a population as a body of people or collection of items under consideration for research purposes. For the purpose of this study, the population will consist of the full-time employees of the selected institution in the budget and treasury directorate, specifically in the revenue management and customer care division.

3.4.2 Sampling

Collis and Hussey (2003) describe the selection of the sample as a fundamental element in a positivistic study, but highlight that should it be feasible to study the full population, this would be preferred. Lancaster (2005) captures the following compelling reasons for sampling, hence strengthening the researcher’s sampling stance:

- It allows for the study to be done at reduced cost;
- It allows for greater accuracy of data given a more manageable volume of data; and
- It facilitates greater speed of data collection.

Various methods of selecting a sample can be adopted; for the purpose of this study convenience sampling was chosen as being best suited to this study. A sample size of 100 employees has been chosen as being representative of the population of the
division being researched. The sample selected included middle management level, senior level supervisors, middle level supervisors and operational staff.

3.4.3 Demographic composition of the sample

3.4.3.1 Demographic composition of the sample: Questionnaire response rate

For this study a sample size of 100 has been chosen as being representative of the population of the division being researched. The sample selected included middle management level, senior level supervisors, middle level supervisors and operational staff. Of the 100 questionnaires that were distributed, 68 were returned of which 65 were considered usable and suitable for further analysis. Figure 3.1 is a graphical representation of the response rate.

**FIGURE 3.1: Questionnaire response rate**

![Response Rate](image)

**Source:** Author's own construction
3.4.3.2 Demographic composition of the sample: Gender response rate

Table 3.3 and Figure 3.2 below represent the study composition in terms of gender participation in the survey conducted. Of the 65 successful questionnaires received, 73% was forthcoming from the female population and only 27% from the males. The sample is a representation of the gender split within in the revenue management and customer section, given the administrative nature of the section and the general association of this field of work with female staff.

**TABLE 3.3: Demographic composition of the sample: Gender**

<table>
<thead>
<tr>
<th>Gender</th>
<th>Number of responses</th>
<th>Percentage of responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>48</td>
<td>73.0</td>
</tr>
<tr>
<td>Male</td>
<td>17</td>
<td>27.0</td>
</tr>
<tr>
<td>Total</td>
<td>65</td>
<td>100.0</td>
</tr>
</tbody>
</table>

**FIGURE 3.2: Gender response rate**

![Response rate per Gender](image)

Source: Author's own depiction based on statistical analysis
3.4.3.3 *Demographic composition of the sample: Age groups*

Table 3.4 and Figure 3.3 below represent the study composition in terms of the age of the participants in the survey conducted. Of the 65 successful questionnaires received, one respondent (1%) was between the ages of 20 to 29; 23 respondents were between the ages of 30 to 39 (22%); 32 respondents were between the ages of 40 to 49 (49%); 16 respondents were between the ages of 40 to 49 (25%) and two respondents were above 60 years of age (3%). The age profile of this study is indicative of the section’s mature staff compliment and perhaps the need for younger employees to render a more diverse staff compliment.

**TABLE 3.4: Demographic composition of the sample: Age groups**

<table>
<thead>
<tr>
<th>Age groups</th>
<th>Number of responses</th>
<th>Percentage of responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>20-29</td>
<td>1</td>
<td>1%</td>
</tr>
<tr>
<td>30-39</td>
<td>23</td>
<td>22%</td>
</tr>
<tr>
<td>40-49</td>
<td>32</td>
<td>49%</td>
</tr>
<tr>
<td>50-59</td>
<td>16</td>
<td>25%</td>
</tr>
<tr>
<td>Above 60</td>
<td>2</td>
<td>3%</td>
</tr>
<tr>
<td>Total</td>
<td>65</td>
<td>100.0</td>
</tr>
</tbody>
</table>
3.4.3.4 Demographic composition of the sample: Educational levels

Table 3.5 and Figure 3.4 display the educational levels of the respondents of this study. A significant number of respondents (39 representing 60%) indicated that their highest qualification obtained was a Matric. The second most prevalent qualification was a diploma, held by 19 of the respondents (30%). Only six (9%) of the respondents indicated that they hold a degree. One (1%) of the respondents indicated that his or her level of education was below the level of Matric.
TABLE 3.5: Demographic composition of the sample: Educational levels

<table>
<thead>
<tr>
<th>Level of education</th>
<th>Number of responses</th>
<th>Percentage of responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below matric</td>
<td>1</td>
<td>1%</td>
</tr>
<tr>
<td>Matric</td>
<td>39</td>
<td>60%</td>
</tr>
<tr>
<td>Diploma</td>
<td>19</td>
<td>30%</td>
</tr>
<tr>
<td>Degree</td>
<td>6</td>
<td>9%</td>
</tr>
<tr>
<td>Total</td>
<td>65</td>
<td>100.0</td>
</tr>
</tbody>
</table>

FIGURE 3.4: Educational level of respondents

Source: Author's own depiction based on statistical analysis
### 3.4.3.5 Demographic composition of the sample: Occupation level

Table 3.6 and Figure 3.5 below indicate that the biggest percentage of respondents was employees at the operational level of the division, which is a total of 44 responses representing 68% of total responses received. The least number of responses (five) were received from the middle management level of the division representing 8% of total responses received. Middle management and supervisory levels of the division attracted only eight responses from each level, each representing 12% of the study respondents. The benefit of having the bulk of the study dominated by operational staff should be noted, as these responses represent the view of the mechanical wheel of the division closest to the actual services being delivered to the public.

**TABLE 3.6: Demographic composition of the sample: Occupational levels**

<table>
<thead>
<tr>
<th>Occupational level</th>
<th>Number of responses</th>
<th>Percentage of responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Middle management level</td>
<td>5</td>
<td>8%</td>
</tr>
<tr>
<td>Senior level supervisor</td>
<td>8</td>
<td>12%</td>
</tr>
<tr>
<td>Middle level supervisor</td>
<td>8</td>
<td>12%</td>
</tr>
<tr>
<td>Operational</td>
<td>44</td>
<td>68%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>65</td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>
3.4.3.6 Demographic composition of the sample: Job tenure

Table 3.7 and Figure 3.6 below depict the number of years the respondents have been with the institution. The majority of the respondents (27 representing 41%) have been with the institution for more than 20 years. The category of respondents who have been with the institution between five and nine years is a total of 16, which is the second highest percentage of 25%. The category of respondents who have been with the institution between 10 and 14 years is a total of 13 respondents (20%). Seven respondents (11%) have been with the institution between 15 and 19 years.
TABLE 3.7: Demographic composition of the sample: Job tenure

<table>
<thead>
<tr>
<th>Job tenure (years)</th>
<th>Number of responses</th>
<th>Percentage of responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 5 years</td>
<td>2</td>
<td>3%</td>
</tr>
<tr>
<td>5 - 9 years</td>
<td>16</td>
<td>25%</td>
</tr>
<tr>
<td>10 - 14 years</td>
<td>13</td>
<td>20%</td>
</tr>
<tr>
<td>15 - 19 years</td>
<td>7</td>
<td>11%</td>
</tr>
<tr>
<td>More than 20 years</td>
<td>27</td>
<td>41%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>65</td>
<td>100.0</td>
</tr>
</tbody>
</table>

FIGURE 3.6: Job tenure of respondents

Source: Author’s own construction
3.4.3.7 Demographic composition of the sample: Years of experience

Table 3.7 and figure 3.8 represent the respondents’ number of years of experience in the current job occupied. The largest portion of the respondents (23) indicated that they have more than 20 years’ experience in their current job. The second highest number representing 26% of the respondents (17) indicated that they have between five and 19 years’ experience in their current job, while only five respondents (8%) have less than five years’ experience in the current job.

**TABLE 3.8: Demographic composition of the sample: Job experience**

<table>
<thead>
<tr>
<th>Job experience (years)</th>
<th>Number of responses</th>
<th>Percentage of responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 5 years</td>
<td>5</td>
<td>8%</td>
</tr>
<tr>
<td>5 - 9 years</td>
<td>17</td>
<td>26%</td>
</tr>
<tr>
<td>10 - 14 years</td>
<td>12</td>
<td>18%</td>
</tr>
<tr>
<td>15 - 19 years</td>
<td>8</td>
<td>12%</td>
</tr>
<tr>
<td>More than 20 years</td>
<td>23</td>
<td>36%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>65</td>
<td>100.0</td>
</tr>
</tbody>
</table>
FIGURE 3.8: Job experience of respondents in current job

<table>
<thead>
<tr>
<th>Experience</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 5 years</td>
<td>36%</td>
</tr>
<tr>
<td>5-9 years</td>
<td>26%</td>
</tr>
<tr>
<td>10-14 years</td>
<td>18%</td>
</tr>
<tr>
<td>15-19 years</td>
<td>12%</td>
</tr>
<tr>
<td>More than 20 Years</td>
<td>8%</td>
</tr>
</tbody>
</table>

Source: Author’s own construction

3.5 THE MEASURING INSTRUMENTS AND DATA ANALYSIS

This study employed a questionnaire as a method of obtaining the relevant data from the chosen sample. Collis and Hussey (2003) describe the questionnaire as a list of carefully structured questions, selected after rigid testing, with the aim of eliciting dependable responses from a chosen sample. The aim of the questionnaire is to determine what the selected sample is feeling, thinking or what their view is on the topic the researcher has chosen.

After completion of the literature review in Chapter 2, specifically related and appropriate questions were selected to construct the questionnaire for this survey. Measuring instruments were employed to measure the dependent and independent variables in the hypothesised model. Collis and Hussey (2003) suggest that it is possible to allow the respondents in the sample to give more discriminating responses by providing them with a form of rating scale which enables the attachment of a numerical value to the opinion of a respondent. The Likert scale is one of the most frequently used scale types; it has been employed in the construction of the questionnaire for this study.
The questionnaire consists of two sections, Section A and Section B. Section A comprises 30 research questions selected for their relevance in exploring this study. Six of these items are directed at measuring service delivery; five items measure the talent management variable; five items are aimed at measuring the effectiveness of the PMS of the institution; six items measure the leadership within the institution, and seven items measure how effective the reward systems are in the institution currently.

Section B was structured to elicit the demographic data of the respondents in the chosen sample. This data was entirely anonymous and no identifiable information was required from the respondent. The assurance of the authenticity of the study was provided in the covering letter which was sent to the entire sample.

The questionnaires were distributed by hand to each respondent and the completed questionnaires were collected two days later. The respondents are all based in one office building over 13 floors; the researcher distributed and collected the questionnaires herself as this could be done with relative ease.

3.6 RESEARCH ETHICS

The role of ethics in conducting research should never be trivialised and should be given the respect it deserves. Collis and Hussey (2003) mention that it is often difficult to conduct much research without running into some ethical arguments. They highlight the following areas of concern which might require special focus:

- **Confidentiality and anonymity** – it is normal practice to offer confidentiality and anonymity to the respondents in a survey; not only do these make the respondent more comfortable to participate in the survey, but it also encourages more liberal responses.

- **Informed consent** – concerns disclosing to the participants the purpose, methods, and risks involved in participation of the survey at hand.
• **Dignity** – aims at ensuring that participants are not ridiculed, belittled, or embarrassed in any way or form during their participation in the survey or after the survey has been completed (Collis & Hussey, 2003).

Before the commencement of this study, a written permission was requested from and provided by the Director of the target division. Adequate measures to protect the interest of both the participants and the institution were assured as outlined in the covering letter that accompanied the constructed.

### 3.7 THE EMPIRICAL RESULTS

#### 3.7.1 Validity of the measuring instruments

Lancaster (2005) writes that the validity of a sample relates to the extent to which the data collection method adopted actually measures what it set out to measure. Lancaster (2005) maintains that a study that does not measure what it intended is both useless and meaningless.

Collis and Hussey (2003) suggest that there are different ways in which the validity of a study can be assessed. Three of the most common methods are the following:

- **Face validity** – this method basically assesses that the tests or measures used in the study actually represent what the study intended to measure.

- **Content validity** – this method relates to the degree to which the content of the items sufficiently represent the universe and relevant variable in the study.

- **Construct validity** – this method relates to phenomena such as anxiety, motivation, and satisfaction which are not directly observable and thus difficult to measure during a study.

While accepting that there are various types of validity, Blumberg, Cooper and Schindler (2011) place specific emphasis on two major types, these being internal and external validity. These two varieties are discussed in brief below:
• **Internal validity** – this is concerned with degree to which conclusions drawn are free from any bias and with whether they truly imply causality. Internal validity is concerned with issues such as the selection of the sample and considerations of whether the sample selected is equivalent and representative in all aspects.

• **External validity** – this is concerned with the degree to which the results of a particular study can be generalised across times, settings or persons. External validity is concerned with the situation in which the sample selected for a particular study may not be the same as the population which the study wishes to inform.

For the purpose of this study, face validity and content validity were relied upon to measure the determinants of effective service delivery in local government.

### 3.7.2 Reliability of the measuring instruments

Collis and Hussey (2003) define reliability as being concerned with the credibility of the findings of a study, with the ability of evidence to be able to stand up to the closest scrutiny. Lancaster (2005) proposes that reliability relates to the extent to which a particular data collection process will yield the same results on different occasions. Blumberg, Cooper and Schindler (2011) describe reliability as a characteristic of measurement concerned with the accuracy, precision and consistency of the data collected. Collis and Hussey (2003) discuss three ways of estimating the reliability of the responses to questions; these are listed below:

• **The test re-test method** – this method involves asking the same questions on separate occasions to the same sample; the responses received on both occasions are correlated and the correlation coefficient is calculated, producing a reliability index.

• **The split-halves method** – this method involves the splitting of the completed questionnaires into two equal halves; the responses received are once again correlated to produce a correlation coefficient resulting in a reliability index.
• The internal consistency method – this method involves correlating every item with every other item across the entire sample, an average inter-item correlation is produced and accepted as the index of reliability.

Cronbach alpha has been identified by Mcmillan and Schumacher (2006) as an ideal measuring tool for responses to questions anchored on a Likert scale. A Cronbach coefficient alpha closer to 1.00 indicates a high internal consistence and reliability for a measured instrument; the further away from the internal consistence of the instrument moves, the less consistent and reliable it is considered.

A pilot study comprising a sample of 15 participants was conducted before entering into the full extent of the sample size; the reliability coefficients obtained from the sample study showed good reliability and the study then commenced in its entirety.

TABLE 3.9: Reliability of measuring instruments

<table>
<thead>
<tr>
<th>VARIABLE</th>
<th>CRONBACH ALPHA VALUE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Effectiveness of MPS</td>
<td>0.62</td>
</tr>
<tr>
<td>Leadership skills</td>
<td>0.79</td>
</tr>
<tr>
<td>Reward management</td>
<td>0.67</td>
</tr>
<tr>
<td>Talent managements and retention strategies</td>
<td>0.89</td>
</tr>
<tr>
<td>Service delivery</td>
<td>0.81</td>
</tr>
</tbody>
</table>

The table above shows the Cronbach alpha result for all the instruments measured in this study. Zikmund et al. (2014) accords a Cronbach alpha of above 0.80 with indicating very good reliability, within 0.70 and 0.79 as good reliability and a Cronbach alpha between 0.60 and 0.69 as fair reliability. Table 3.3 shows that all variables measured produced between fair (0.62) and very good reliability (0.89).
The results were thus considered sufficiently reliable to propel further analysis of the study.

### 3.8 LIMITATIONS OF THIS STUDY

This study was conducted selecting a sample of 100 participants; only 65 of these participants completed the constructed questionnaire. This could possibly be ascribed to the low levels of drive and motivation of employees in the target department to participate in what is mistakenly viewed as another futile effort by the institution to assess how unhappy the employees are and never resulting in any positive outcome.

The study was confined to target division within the Budget and Treasury Department of the institution; it could possibly have been extended to include the entire Budget and Treasury Department to form a more holistic view of the entire department.

### 3.9 CHAPTER SUMMARY

Chapter 3 comprised of a discussion of research methodology on a broad scale and narrowed down the particular method applied in this study. The research paradigm within which this study resides was explained; the sampling design, the selection and construction of measuring instruments were discussed. The demographic data of the study was analysed and presented in tabular and graphic form.

The validity and reliability of the measuring instruments were tested and confirmed as being reliable enough to continue with the further analysis of the study.

The next chapter will revolve around the empirical results based on the statistical analysis performed.
4.1 INTRODUCTION

Chapter 4 focused on the empirical results of this study. Multiple regression and descriptive statistics are used to analyse the data obtained through this study. The opinions of the sampled respondents as noted on the questionnaires are displayed in descriptive statistics where the determinants of service delivery success were tested. The relationship between the dependent and independent variables is reported on in the multiple regression analysis report.

STATISTICA Version 12 (2014) was used for the analysis of the data obtained for this study. The analysed data were converted to produce means and standard deviations thus descriptive statistics were reported in terms of these tools. Responses were grouped into categories according into two groups – strongly agree and agree into one group (to be labelled Agree) and disagree and strongly disagree (to be labelled Disagree) into second group. The purpose of this grouping was to ease and simplify the analysis and interpretation of the results obtained.

4.2 EMPIRICAL RESULTS: MULTIPLE REGRESSION ANALYSIS

A commonly used statistical technique for predicting the relationship between variable is the multiple regression analysis technique. This technique facilitates emphasising the link between the dependent variable and one or multiple independent variables. Multiple regression analysis is extremely helpful in assisting the researcher to understand how the value of the dependent variable can be expected to change when one of the independent variables changes.

The current study aims to test the relationship between a dependent variable and five independent variables. The computer software programme STATISTICA Version 12 (2014) was employed in testing this relationship between the dependent variable of service delivery and the independent variables, namely effective performance
management, leadership skills, reward management and talent management and retention strategies.

**TABLE 4.1: Multiple regression analysis**

<table>
<thead>
<tr>
<th>Statistic</th>
<th>Dependent variable: service delivery</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>Multiple R: 0.81381842</td>
</tr>
<tr>
<td></td>
<td>Multiple R: 0.66230041</td>
</tr>
<tr>
<td></td>
<td>Adjusted R: 0.63978711</td>
</tr>
<tr>
<td></td>
<td>F(7,54): 29.418</td>
</tr>
<tr>
<td></td>
<td>P: 0.0000</td>
</tr>
<tr>
<td>N=65</td>
<td></td>
</tr>
<tr>
<td>b*</td>
<td>Std. error of b*</td>
</tr>
<tr>
<td>Intercept</td>
<td>0.425161</td>
</tr>
<tr>
<td>EEMPS</td>
<td>0.066578</td>
</tr>
<tr>
<td>LLEAD</td>
<td>-0.151002</td>
</tr>
<tr>
<td>RREWD</td>
<td>0.242692</td>
</tr>
<tr>
<td>TTMRS</td>
<td>0.700359</td>
</tr>
</tbody>
</table>

Note: * indicates significance at p< 0.001

Table 4.1 depicts a condensed version of the results of the multiple regression analysis. As implied by the results, the four independent variables being effective performance management (EEMPS), leadership skills (LLEAD), reward systems (RREWD), and talent management and retention strategies (TTMRS) are all important determinants of service delivery, while only talent management and retention strategies play a significant role in influencing service delivery. The four dependent variable collectively explain about 66% ($r^2 = 0.66$) of the variance in service delivery. Talent management and retention strategies have a significantly positive relationship ($r = 0.70$, p < 0.001) with service delivery. This suggests that if the municipality increases in talent management and retention strategies it would have a positive effect on service delivery to the public.
4.2.1 The relationship between effective performance management and service delivery

The null and alternative hypotheses that were formulated are:

H01: Effective performance management is not significantly related to effective service delivery within the selected municipality.

H1: Effective performance management is positively related to effective service delivery within the selected municipality.

The empirical results signify that service delivery is not significantly influenced by effective performance management. The alternative hypothesis (H1) is thus not supported, while the null hypothesis (H01) is indeed supported. This implies that should management embark on strategies for the improvement of the PMS in the municipality, it may not propel employees to deliver improved levels of service to the public.

4.2.2 The relationship between leadership skills and service delivery

The null and alternative hypotheses that were formulated are:

H02: Leadership skills are not significantly related to effective service delivery within the selected municipality.

H2: Leadership skills are positively related to effective service delivery within the selected municipality.

The empirical results signify that service delivery is not significantly influenced by leadership skills. The alternative hypothesis (H2) is thus not supported, while the null hypothesis (H02) is supported. This implies that should management display improved levels of leadership skills in the municipality, it might not inspire employees to strive to deliver improved levels of service to the public.
4.2.3 The relationship between reward systems and service delivery

The null and alternative hypotheses that were formulated are:

**H03:** Reward systems are not significantly related to effective service delivery within the selected municipality.

**H3:** Reward systems are positively related to effective service delivery within the selected municipality.

The empirical results signify that service delivery is not significantly influenced by reward systems. The alternative hypothesis (H3) is thus not supported, while the null hypothesis (H03) is indeed supported. This implies that should management develop different or reward systems within the municipality, it might not inspire employees to strive to deliver improved levels of service to the public.

4.2.4 The relationship between talent management and retention strategies and service delivery

The null and alternative hypotheses that were formulated are:

**H04:** Talent management and retention strategies are not significantly related to effective service delivery within the selected municipality.

**H4:** Talent management and retention strategies are positively related to effective service delivery within the selected municipality.

The empirical results signify that service delivery is significantly related to talent management and retention strategies of the municipality ($r = 0.70$, $p < 0.001$). The null hypothesis (H4) is not supported, while the alternative hypothesis (H04) is indeed supported. This suggests that should management want to implement strategies to improve service delivery efforts and standards among employees, it should strongly consider improving the current talent management and retention strategies as these are most likely to have a significant positive effect on service delivery to the public.
4.3 DESCRIPTIVE STATISTICS

This section of the chapter will provide a condensed version of the responses to Section A of the questionnaire as provided by participants of the study. This section will assist in providing a holistic picture of the respondents’ perceptions of the impact of effective PMSs, leadership skills, reward management and talent management and retention strategies. The results will be presented in tabular and graphical form in the sections to follow.

The participants in the study were asked to rate their level of agreement or disagreement with the statements. The analysis will be presented in terms of mean values (averages), standard deviations and percentages.

4.3.1 Descriptive statistics on effective performance management

Table 4.2 and Figure 4.2 indicate that only 13.1% of respondents agree that the PMS is effective. More than half of the respondents (52%) are in disagreement with the statement that the PMS of the municipality is effective. Of interest is the indication that only 7.7% of the respondents agree that the performance management of the municipality fosters quality management culture within the institution. A notable high percentage of respondents (an average of 30.2%) indicated that they had a neutral opinion with regard to this statement. The researcher is of the view that this phenomenon could be ascribed to the fact that many of the respondents are not entirely informed about what an effective PMS is expected to achieve.

The results reflect an overall mean and standard deviation of 2.50 and 0.96 respectively which indicates that there is overall disagreement with statements pertaining to the effectiveness of the PMS at the municipality.
Table 4.2: Descriptive statistics on effectiveness of management performance system (PMS)

<table>
<thead>
<tr>
<th>Statements</th>
<th>Disagree (%)</th>
<th>Neutral (%)</th>
<th>Agree (%)</th>
<th>Mean (average)</th>
<th>Standard deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>The PMS of our municipality provides a concise overview of performance through sets of (financial and/non-financial) metrics that guide and support the decision-making processes of the municipality.</td>
<td>46.2%</td>
<td>27.7%</td>
<td>26.2%</td>
<td>2.72</td>
<td>0.99</td>
</tr>
<tr>
<td>The PMS of our municipality effectively analyses information about its performance.</td>
<td>40.0%</td>
<td>35.4%</td>
<td>24.6%</td>
<td>2.75</td>
<td>0.98</td>
</tr>
<tr>
<td>The PMS of our municipality effectively enables the review and improvement of strategy implementation.</td>
<td>44.6%</td>
<td>33.8%</td>
<td>21.5%</td>
<td>2.67</td>
<td>1.02</td>
</tr>
<tr>
<td>The PMS of our municipality fosters a quality management culture within the municipality.</td>
<td>64.6%</td>
<td>27.7%</td>
<td>7.7%</td>
<td>2.17</td>
<td>0.91</td>
</tr>
<tr>
<td>The PMS of our municipality fosters a learning orientation within the municipality.</td>
<td>64.6%</td>
<td>26.2%</td>
<td>9.2%</td>
<td>2.20</td>
<td>0.92</td>
</tr>
<tr>
<td><strong>Overall measurements</strong></td>
<td><strong>52.0%</strong></td>
<td><strong>30.2%</strong></td>
<td><strong>13.1%</strong></td>
<td><strong>2.50</strong></td>
<td><strong>0.96</strong></td>
</tr>
</tbody>
</table>
4.3.2 *Descriptive statistics on leadership skills*

Table 4.3 and Figure 4.2 indicate an overall mean of 2.31 and overall standard deviation of 0.95 for the statements measuring the respondents’ perceptions on leadership skills within the municipality.

Worthy of specific note is the very low percentage (6.2%) of respondents who agree that the leadership within the municipality provides ongoing and coherent communication and discussions around their vision for the municipality. Alarmingly, a notable 75.4% of the respondents in this study hold the view that the leadership in the municipality is not good at motivating its subordinates.
Table 4.3: Descriptive statistics on leadership skills

<table>
<thead>
<tr>
<th>Statements</th>
<th>Disagree (%)</th>
<th>Neutral (%)</th>
<th>Agree (%)</th>
<th>Mean (average)</th>
<th>Standard deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>The leadership of my municipality is successful in inspiring confidence in our staff.</td>
<td>66.2%</td>
<td>21.5%</td>
<td>12.3%</td>
<td>2.17</td>
<td>0.99</td>
</tr>
<tr>
<td>The leadership of my municipality provides ongoing and coherent communication and discussions around their vision for the municipality.</td>
<td>67.7%</td>
<td>26.2%</td>
<td>6.2%</td>
<td>2.17</td>
<td>0.89</td>
</tr>
<tr>
<td>The leadership of my municipality focuses on opportunity rather than constraints and problems.</td>
<td>50.8%</td>
<td>40.0%</td>
<td>9.2%</td>
<td>2.37</td>
<td>1.02</td>
</tr>
<tr>
<td>The leadership of my municipality is good at motivating their subordinates.</td>
<td>75.4%</td>
<td>15.4%</td>
<td>9.2%</td>
<td>2.03</td>
<td>1.01</td>
</tr>
<tr>
<td>The leadership of my municipality is conscientious in the pursuit of their performance objectives.</td>
<td>44.6%</td>
<td>47.7%</td>
<td>7.7%</td>
<td>2.51</td>
<td>0.81</td>
</tr>
<tr>
<td>The leadership of my municipality is very results-orientated.</td>
<td>50.8%</td>
<td>30.8%</td>
<td>18.5%</td>
<td>2.60</td>
<td>1.03</td>
</tr>
<tr>
<td><strong>Overall measurements</strong></td>
<td><strong>59.2%</strong></td>
<td><strong>30.3%</strong></td>
<td><strong>10.5%</strong></td>
<td><strong>2.31</strong></td>
<td><strong>0.95</strong></td>
</tr>
</tbody>
</table>
4.3.3 Descriptive statistics on reward systems

Table 4.4 and Figure 4.3 depict an overall mean of 2.30 and an overall standard deviation of 1.14. This implies a general disagreement with the statements around reward management. Of specific concern is the high number of respondents (70.8%) who disagree with the statement that the municipality effectively implements career development opportunities as part of its reward system. Additionally, only 6.2% of all respondents feel that the municipality effectively implements private recognition of exceptional performance as part of its reward system.
Table 4.4: Descriptive statistics on reward systems

<table>
<thead>
<tr>
<th>Statements</th>
<th>Disagree (%)</th>
<th>Neutral (%)</th>
<th>Agree (%)</th>
<th>Mean (average)</th>
<th>Standard deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>My municipality effectively implements salary increases as part of its reward system.</td>
<td>49.2%</td>
<td>15.4%</td>
<td>35.4%</td>
<td>2.71</td>
<td>1.71</td>
</tr>
<tr>
<td>My municipality effectively implements financial bonuses as part of its reward system.</td>
<td>47.7%</td>
<td>20.0%</td>
<td>32.3%</td>
<td>2.72</td>
<td>1.30</td>
</tr>
<tr>
<td>My municipality effectively implements career development opportunities as part of its reward system.</td>
<td>70.8%</td>
<td>18.5%</td>
<td>10.8%</td>
<td>2.10</td>
<td>1.05</td>
</tr>
<tr>
<td>My municipality effectively implements special training and education opportunities as part of its reward system.</td>
<td>56.9%</td>
<td>32.3%</td>
<td>10.8%</td>
<td>2.26</td>
<td>1.08</td>
</tr>
<tr>
<td>My municipality effectively implements private recognition of exceptional performance as part of its reward system.</td>
<td>64.6%</td>
<td>29.2%</td>
<td>6.2%</td>
<td>2.15</td>
<td>0.94</td>
</tr>
<tr>
<td>My municipality effectively implements public recognition of for exceptional performance as part of its reward system.</td>
<td>64.6%</td>
<td>12.3%</td>
<td>7.7%</td>
<td>2.20</td>
<td>0.89</td>
</tr>
<tr>
<td>My municipality effectively implements promotion opportunities as part of its reward system.</td>
<td>70.8%</td>
<td>21.5%</td>
<td>7.7%</td>
<td>2.00</td>
<td>1.01</td>
</tr>
<tr>
<td><strong>Overall measurements</strong></td>
<td><strong>60.6%</strong></td>
<td><strong>21.31%</strong></td>
<td><strong>15.9%</strong></td>
<td><strong>2.30</strong></td>
<td><strong>1.14</strong></td>
</tr>
</tbody>
</table>
4.3.4 Descriptive statistics on talent management and retention strategies

An overall mean of 2.05 and an overall standard deviation of 0.96 are reflected by the results as depicted in Table 4.4 and Figure 4.3 relating to talent management and retention strategies. This implies a general disagreement with the statements around talent management and retention strategies.

An alarmingly low 6.2% of respondents in this study agree with the statements that the municipality effectively identifies talented employees who could be developed and nurtured for the benefit of the municipality, that the municipality tries very hard to foster a high performance work culture in order to retain talented employees, and
that the municipality tries very hard to promote transformation in order to encourage employees to stay and invest in the municipality.

The empirical results (Table 4.1) revealed that this variable (talent management and retention strategies) is significantly positively related to effective service delivery, which means that this is the one variable that has the most potential to improve service delivery in municipalities. The descriptive statistics however show that this institution seems to perform very badly in this respect. This municipality and other municipalities should therefore seriously consider their talent management and retention strategies in order to increase service delivery to the communities. Pillay (2011) points out that one of the key factors affecting service delivery within the public sector is the high employee turnover and high vacancy rates. Pietersen and Oni (2014) agree that in order for the public sector to realise its service delivery mandate, it is vital that a stable and reliable staff complement be established within the institutions. Furthermore, Reige and Lindsay (2006) advise that the resultant loss in knowledge accompanying high levels of staff turnover has a dire impact on the levels of efficiency with which the public sector can deliver services to the public. It is undeniably clear that the institution should embark on a high priority process of increasing the levels of talent management and retention strategies within the institution.
Table 4.4: Descriptive statistics on talent management and retention strategies (TMRS)

<table>
<thead>
<tr>
<th>Statements</th>
<th>Disagree (%)</th>
<th>Neutral (%)</th>
<th>Agree (%)</th>
<th>Mean (average)</th>
<th>Standard deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>The TMRS of our municipality effectively identifies talented employees who could be developed and nurtured for the benefit of the municipality.</td>
<td>76.9%</td>
<td>16.9%</td>
<td>6.2%</td>
<td>1.97</td>
<td>0.92</td>
</tr>
<tr>
<td>The TMRS of our municipality is effective in training employees in critical areas of local government.</td>
<td>63.1%</td>
<td>27.7%</td>
<td>9.2%</td>
<td>2.25</td>
<td>1.00</td>
</tr>
<tr>
<td>The TMRS of our municipality effectively allows for internal opportunities for advancement.</td>
<td>64.6%</td>
<td>27.7%</td>
<td>7.7%</td>
<td>2.15</td>
<td>0.92</td>
</tr>
<tr>
<td>The TMRS of our municipality effectively fosters a high-performance work culture in order to retain talented employees.</td>
<td>78.5%</td>
<td>15.4%</td>
<td>6.2%</td>
<td>1.85</td>
<td>1.00</td>
</tr>
<tr>
<td>The TMRS of our municipality tries very hard to promote transformation in order to encourage employees to stay and invest in the municipality.</td>
<td>66.2%</td>
<td>27.7%</td>
<td>6.2%</td>
<td>2.10</td>
<td>0.97</td>
</tr>
<tr>
<td>The TMRS of our municipality tries very hard to reduce bureaucratic practices in order to retain talented employees.</td>
<td>66.2%</td>
<td>27.2%</td>
<td>6.2%</td>
<td>2.00</td>
<td>0.97</td>
</tr>
<tr>
<td><strong>Overall measurements</strong></td>
<td><strong>69.2%</strong></td>
<td><strong>20.2%</strong></td>
<td><strong>6.9%</strong></td>
<td><strong>2.05</strong></td>
<td><strong>0.96</strong></td>
</tr>
</tbody>
</table>
4.3.5 Descriptive statistics on service delivery

Table 4.6 and figure 4.5 display the descriptive statistics relating to service delivery within the municipality. An overall mean of 2.17 and a standard deviation of 1.06 are reflected indicating that most of the respondents disagreed with the statements relating to service delivery.

A reasonably high number of respondents (72.3%) hold the perception that the municipality is not successful in achieving service delivery through the effective implementation of regular evaluations of how it is doing in terms of convenience.
Table 4.6: Descriptive statistics on service delivery within the municipality

<table>
<thead>
<tr>
<th>Statements</th>
<th>Disagree (%)</th>
<th>Neutral (%)</th>
<th>Agree (%)</th>
<th>Mean (Average)</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>My municipality is successful in achieving service delivery through the effective implementation of regular evaluations of how we are doing in terms of speed (promptness and solving problems first-time-around).</td>
<td>64.6%</td>
<td>26.2%</td>
<td>9.2%</td>
<td>2.31</td>
<td>0.88</td>
</tr>
<tr>
<td>My municipality is successful in achieving service delivery through the effective implementation of regular evaluations of how we are doing in terms of convenience.</td>
<td>72.3%</td>
<td>20.0%</td>
<td>7.7%</td>
<td>2.06</td>
<td>0.90</td>
</tr>
<tr>
<td>My municipality is successful in achieving service delivery through the effective implementation of regular evaluations of how we are doing in terms of accessibility.</td>
<td>70.8%</td>
<td>20.0%</td>
<td>9.2%</td>
<td>2.20</td>
<td>1.05</td>
</tr>
<tr>
<td>My municipality is successful in achieving service delivery through the effective implementation of stringent quality control systems.</td>
<td>64.6%</td>
<td>24.6%</td>
<td>10.8%</td>
<td>2.11</td>
<td>1.10</td>
</tr>
<tr>
<td>My municipality is successful in achieving service delivery through the effective implementation of the Batho Pele principles.</td>
<td>44.6%</td>
<td>24.6%</td>
<td>30.8%</td>
<td>2.10</td>
<td>1.20</td>
</tr>
<tr>
<td>Overall measurements</td>
<td>62.5%</td>
<td>23.6%</td>
<td>13.8%</td>
<td>2.17</td>
<td>1.06</td>
</tr>
</tbody>
</table>
4.4 CHAPTER SUMMARY

Chapter 4 was constructed for the discussion and analysis of the empirical results of this study that involved a sample size of 65 respondents from the revenue management and customer care division of this municipality.

The results yielded through this study signify that only talent management and retention strategies have a positive impact (70%) on the level of service delivery among the employees \((r = 0.70)\). The results reflect that inasmuch as all four independent variables (effective performance management, leadership skills, reward systems and talent management and retention strategies) account for about 66\% \((r^2 = 0.66)\) of the variance in service delivery, talent management and retention strategies have the highest significant positive relationship with service delivery.
These results indicate areas that could prove beneficial if management aims at improving service delivery within the institution. Chapter 5 presents a summary of the study conducted, managerial implications, recommendations and finally a conclusion to the study.
CHAPTER FIVE

STUDY SUMMARY, FINDINGS, RECOMMENDATIONS AND CONCLUSIONS

5.1 INTRODUCTION

In Chapter 4, the results yielded by the empirical study on this topic were presented. Chapter 5 is dedicated to discussing the findings of the study and essentially to drawing conclusions flowing from these findings. The main objective and problems stated for this study are linked with the literature reviewed in Chapter 2 and the empirical results presented in Chapters 3 and 4 in order for the researcher to arrive at recommendations that will be both informative and valuable to the management of this municipality and to other municipalities in general.

5.2 SUMMARY OF THE EMPIRICAL RESULTS

In this section, the empirical findings are reviewed and conclusions are drawn regarding the managerial implications. Recommendations are offered on how these findings should inform managerial actions to improve service delivery in the selected municipality. Because reliable and valid instruments were used in measuring the hypothesised determinants of effective service delivery in municipalities, these findings could also be generalised to other municipalities in South Africa.

5.2.1 Service delivery

The empirical results (Table 4.6 and Figure 4.5) show that this municipality is not performing well in the following indicators of effective service delivery:

- Speed (promptness and solving problems first-time-around);
- Convenience;
- Accessibility;
- Stringent quality control systems;
• Outsourcing of non-core operations; and
• Batho Pele principles.

The mean score for service delivery was 2.17 on a five-point Likert scale. The abovementioned empirical results suggest that reward management, leadership skills and performance management exert no significant impact on service delivery, while the literature (Maqungo, 2012; Mafini, 2014; Sanes, 1996; Kerr 1987) suggests they should. The following section encompasses the managerial implications flowing from this study and links with the proven insignificant relationship at the institution between these independent variables and the dependent variable of service delivery.

5.2.2 Effective performance management

The empirical results (Table 4.2 and Figure 4.1) have shown that should management embark on further actions aimed at positively influencing service delivery, improving effective performance management would be least likely to yield positive results. An overall mean score of 2.5 on this variable indicates that the employees seem to be less likely to respond positively to efforts aimed at improving the implementation of the current PMS. Although having an effective PMS can be extremely advantageous, the researcher deduces that improving the current PMS at this municipality is not the most effective strategy to improve performance delivery in the organisation. Given this deduction, the institution needs to explore why the PMS is not effective and why it currently leans towards being an ineffective measure of improving overall service delivery.

Aguinis (2009) outlines the main benefits and contribution of an effective PMS as being increased performance motivation, managers gaining insight regarding subordinates, clearer organisational goals, more competent employees, improved feedback, and clearer communication. This municipality is likely to miss out on these crucial benefits if it does not improve the implementation of its PMS.
5.2.3 Leadership skills

McColl-Kennedy and Anderson (2002) consider leadership to be the act of mobilising the workforce towards attaining its organisational goals. They suggest that effective leadership has the ability to evoke exceptional performance from employees. The literature review on this variable, forming part of Chapter 2, was extremely clear about the importance of leadership skills in catapulting service delivery to higher levels.

An overall mean score of 2.31 on the five-point Likert scale for this variable (Table 4.3 and Figure 4.2) reflects that the prevailing levels of leadership skills in the organisation are not effective in encouraging higher levels of service delivery. A deeply concerning 75% of the surveyed population disagreed with the statement that the leadership of the municipality is inspiring confidence in the staff, while 67% disagreed with the statement that the leadership of the municipality provides ongoing and coherent communication and discussions around their vision for the municipality. It is abundantly clear that the leadership skills currently observed in the municipality are not effective in inspiring higher levels of service delivery among employees.

Given the pivotal role of leadership as defined by McColl-Kennedy and Anderson (2002) and by a plethora of researchers in this area, it is imperative that the municipality launches an inquest to understand the reason behind the lack of effectiveness and impact of the current leadership over its employees. Andersen (2013) points out that leadership has the function of guiding, supporting and motivating the workforce of a company to perform effectively. It follows that if the leadership of an organisation fails to have the desired impact and influence over its workforce, the company will experience resultant damages. Andersen (2013) emphasises that leaders are only relevant in an organisation if they succeed in inspiring, motivating enthusiastic employees to achieve higher levels of performance. DuBrin (2013) argues that although leaders might be constrained in certain instances, they still have plenty of room to influence and motivate others in other work contexts. It is thus recommended that the institution embark on exploratory studies to understand the root causes of the lack of effectiveness of the current leadership in motivating the workforce within the institution.
5.2.4 Reward systems

The empirical results (Table 4.4) indicated that reward management was not significantly related to effective service delivery. This means that the current reward management strategy in the selected municipality does not impact on service delivery. The descriptive statistics also revealed that this municipality seemed to be performing very badly (average mean score = 2.30) in this respect. This means that the following rewards do not motivate employees to increase their efforts to improve service delivery:

- Salary increases;
- Financial bonuses;
- Career development opportunities;
- Special training and education opportunities;
- Private and public recognition of exceptional performance; and
- Promotion opportunities.

Kerr and Slocum (1987) believe that a reward systems implemented within an organisation is one of the most powerful tools for influencing the organisation’s culture and overall performance of its human resources. In this light, the institution should establish concerted efforts to understand why its current reward systems and practices do not seem to be effective in motivating its employees, and also to understand what type of rewards systems would be most effective to motivate employees to give higher levels of productivity and service delivery. Kinicki and Kreitner (2012) caution that while the individuality of employees in an organisation and their compensation preferences could result in a mind-boggling array of variances, it is vital that the management of an organisation constructs a reward system that compensates employees for their labour and effort, and most importantly, inspires job satisfaction and higher levels of production and service delivery by employees.

This institution should consider embarking on specific surveys aimed at narrowing down the types of rewards the employees consider most likely to motivate and
inspire them. Incorporating relational reward options such as onsite day care facilities, as well as non-relational rewards such as performance bonuses for lower level employees, should be considered when embarking on such a survey. Given the highly regulated nature within which the local government operates, it is important for leadership to be innovative and devise alternative forms of rewards that would not be in contravention of any laws or policies regulating rewards systems in public sector.

Kinicki and Kreitner (2012) explore some reasons why rewards systems sometimes fail. They suggest that possible explanations are: too much emphasis being placed on monetary rewards; the lack of the “appreciation factor” when implementing rewards; employees developing a sense of entitlement towards rewards being offered; and too many one-size-fits-all rewards practices being in place. This municipality should bear in mind these possible reasons when considering why its current reward systems are not having the desired effect of motivating and inspiring its employees to higher levels of service delivery. Allen (2008) emphasises the very intimate relationship that exists between company rewards systems and its level of staff turnover or ability to retain staff. This institution’s management needs to realise anew that if its human resources are not sufficiently induced through effective reward systems, it will not only be left with a staff complement that is demotivated and not fully productive, but also with a persistently high likelihood that employees are intending to leave the institution at the first favourable instance.

5.2.5 Talent management and retention strategies

The empirical results (Table 4.5) showed that the variable of talent management and retention services was significantly positively related to effective service delivery. This means that by improving its talent and retention strategies, a municipality will improve its service delivery. The descriptive statistics however revealed that this municipality seemed to perform very badly in this respect.

The management of this municipality should therefore seriously aim at improving their talent management and retention strategies in order to increase the level of service delivery to their communities. This could be done through effectively
identifying talented employees who could be developed and nurtured for the benefit of the municipality. Municipalities should consider making use of its internal labour market. Alternatively, if skills gaps are identified, the broader external market and up-skilling of talented individuals may be considered to address these gaps. Training employees in critical areas of local government; creating internal opportunities for advancement; fostering a high-performance work culture in order to retain talented employees; promoting transformation in order to encourage employees to stay and invest in the municipality; identifying talented individuals outside the current talent pool and reducing bureaucratic practices in order to retain talented employees are all strategies that can be employed to create a vibrant talent pool within the institution.

Once a competitive core of talented individuals has been established, this particular municipality should embark on strategies to ensure that these valuable resources remain with the institution to ensure continuous effective service delivery. Delobelle, Jakes, Rawlinson et al. (2011) found in their study that job satisfaction was the one variable most frequently cited as a key driver of retaining staff, and that job satisfaction and actual job turnover seem to be positively related. Kinicki and Kreitner (2012) suggest that developing a sense of meaningfulness in job functions by creating meaningful tasks for employees to perform could be a highly successful way to create job satisfaction among staff. Kinicki and Kreitner (2012) recommend further that management should aspire to create a sense of progress and competence among employees in the workplace, because providing continuous recognition and feedback of staff accomplishments creates a sense of appreciation, competence and progress for individuals. Mansell, Brough and Cole (2006) affirm that high levels of leadership and supervisor support are key areas that have proven to be very successful in achieving higher job satisfaction and the resulting higher employee retention. Krexe (2014) recommends that, given the ever-changing work demands and shifts in organisational strategy, the institution should regularly evaluate the suitability and synergy in the current talent pool, as well as the direction in which the institution’s strategic vision is moving.
5.3 MANAGERIAL IMPLICATIONS FLOWING FROM THIS STUDY

5.3.1 Service delivery

As discussed in section 5.2.5 of this chapter, the results obtained from this study revealed that reward management, leadership skills and performance management exert no significant impact on service delivery for this particular municipality. But the literature reviewed around these variables has suggested that service delivery and job performance are indeed influenced by reward management, leadership skills and effective PMSs. Given the current state of service delivery in the public service, it would be of immeasurable value to determine first, why these variables are insignificant in their influence service delivery, and second, which independent variables when combined with reward systems and talent management and retention strategies could be the most significant in having the desired effect of positively influencing higher levels of service delivery.

5.3.2 Effective performance management

As discussed in section 5.2.3. of this chapter, the empirical results have shown that should management embark on further actions aimed at positively influencing service delivery, improving effective performance management would be least likely to yield positive results. Bearing in mind the coveted list of benefits (as discussed in Chapter 2) likely to flow from an effective PMS, the management of the institution should interrogate which methods it should employ in order to reap the accompanying benefits of an effective PMS, particularly its likely positive influence on the levels of service delivery in the municipality.

5.3.3 Leadership skills

As discussed in section 5.2.4 of this chapter, an overall mean score of 2.31 on a five-point Likert scale for this variable reflects that the current levels of leadership skills shown within the organisation are not effective in encouraging higher levels of service delivery. The management of the institution should consider prioritising
exploring the reasons for the ineffectiveness of their leadership skills. Any skill gaps should be identified and consequently filled, either through the identification of individuals to be up-skilled in the area of leadership from within the boundaries of the organisation, or embarking on a process of recruiting talented individuals who are able to contribute to this area of the organisation. The power and influence that effective leadership skills can potentially exert over the human capital of an institution is endless, as supported by the literature reviewed as part of this study. The institution should make every effort to capitalise on the valuable abilities locked up in ineffective leadership skills.

5.3.4 Reward systems

As discussed in section 5.2.2, the empirical results (Table 4.4) indicated that the variable of reward management was not significantly related to effective service delivery. This means that the current reward management strategy in the selected municipality does not impact on service delivery. Allen and Kilmann (2001) advocate that a strong correlation exists between the use of suitable reward systems and the overall performance of employees, encouraging improved levels of output and service delivery. Sanes (1996) also strongly recommends that appropriate reward and recognition systems have the ability to elicit exceptional service from employees. The management of this municipality should explore the reasons for the insignificant relationship proven by the empirical results of this study, and then implement recommendations as outlined in section 5.2.2 of this chapter to improve the relationship between the reward management systems and levels of service delivery within the institution.

5.3.5 Talent management and retention strategies

As discussed in section 5.2.1, the empirical results (Table 4.5) showed that the variable of talent management and retention services was significantly positively related to effective service delivery. This means that by improving its talent and retention strategies, a municipality will improve its service delivery. However, the
descriptive statistics on this variable revealed that this municipality seemed to perform very badly in this respect. The researcher holds the view that this municipality should embark on strategies to ensure that its ability to attract talented individuals and to retain its human capital is improved, considering the resultant loss experienced by the institution each time a talented individual leaves the institution, and the associated cost flowing from recruitment processes to be followed.

5.4 CONTRIBUTION TO LITERATURE

Chapter 1 of the study set out to prove that leadership skills have a strong influence on service delivery. The results obtained through the empirical study failed to substantiate this claim. This study has revealed that in this particular municipality there is no significant relationship between leadership skills and service delivery.

5.5 LIMITATIONS AND CONSIDERATIONS FOR FUTURE STUDIES

During the course of performing this study, certain limitations were encountered. Those limitations have led the researcher to present the following suggestions for future studies flowing from this study:

- The sample size of the study was fairly small and was chiefly chosen for its convenience, considering the given the close proximity of the sampled individuals. It is recommended that the study be expanded to include a larger proportionate presentation of the full population of the municipality in order for the sample to be considered more representative of the entire population.

- It is further recommended that future studies aim to understand the levels of despondency among the respondents and exploring why respondents seem unaffected by the leadership skills variable of this study. Leadership is seen as a powerful tool of influence within an organisation; it would appear that the institution is currently not capitalising on the value which this tool can unearth in the organisation, specifically in the area of service delivery as well as other areas.
- It is further recommended that future studies focusing on why the independent variables (reward management, talent management and retention strategies and leadership skills) were found to be insignificant in terms of positive influence on service delivery, and second, which independent variables when combined talent management and retention strategies could be most helpful in positively influencing higher levels of service delivery.

5.7 CONCLUSION

The purpose of this research was to contribute to improving the levels of service delivery in the municipal environment through the identification and determination of variables that municipal employees consider to be the most likely or most effective in improving their levels of service delivery in their workplace. Given the increasing popularity of service delivery protests in communities, it is becoming crucial that municipalities determine and capitalise on variables that will have the desired effect of increasing levels of service delivery.

It was hypothesised that the selected independent variables of effective performance management, leadership skills, reward systems, and talent management and retention strategies should be focused on to improve the dependent variable of service delivery. It was however found through the empirical study that talent management and retention strategies were the only independent variable that proved to have a significant positive relationship with service delivery.

The leadership of the institution should therefore primarily focus on talent management and retention strategies to increase service delivery in this municipality. The leadership should furthermore investigate why the remaining independent variables of effective performance management, leadership skills and reward systems are not effective in having the desired impact on service delivery, as the ultimate common objective of these variables is to motivate employees to deliver higher levels of service delivery in a municipality.
REFERENCES


Dear Respondent

I am conducting research on service delivery within the Nelson Mandela Bay Municipality (NMBM) and the factors that impact on our levels of service delivery. I am conducting my research under the supervision of Professor CA Arnolds. The aim of my research is to identify factors which employees of the NMBM consider most valuable in order to improve our levels of service delivery. Your participation in this study will assist in a better understanding around the general view and perception of the employees in the NMBM pertaining to this topic.

The completion of the attached questionnaire will take no more than 20 minutes of your time; the questions are to the point and concise and only require that you indicate your level of agreement or disagreement by making an X next to such questions. Please answer all questions and be as honest as possible. Participation in this study is voluntary and entirely anonymous; you are not required to provide any of your identifiable information. I will be collecting the questionnaires within 2 days after delivery to you.

The results of this study will be submitted to the Nelson Mandela Metropolitan University in partial fulfilment of a Master’s degree in Business Administration (MBA). Additionally, it will be available for public purposes in the university library.

Your opinion is considered valuable and I appreciate you taking a few minutes of your time to express your opinion on this topic.

Thank you for your participation.

Hayley Terblanche (082 781 1603)
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ANNEXURE TWO: THE MEASURING INSTRUMENTS

SERVICE DELIVERY IN THE PUBLIC SECTOR
My municipality is successful in achieving service delivery through the effective implementation regular evaluations of how we are doing in terms of speed (promptness and solving problems first-time-around)
My municipality is successful in achieving service delivery through the effective implementation regular evaluations of how we are doing in terms of convenience
My municipality is successful in achieving service delivery through the effective implementation regular evaluations of how we are doing in terms of accessibility
My municipality is successful in achieving service delivery through the effective implementation stringent quality control systems
My municipality is successful in achieving service delivery through the effective implementation outsourcing of non-core operations
My municipality is successful in achieving service delivery through the effective implementation The Batho Pele principles

LEADERSHIP SKILLS
The leadership of my department is successful in inspiring confidence in our
The leadership of my department provides ongoing and coherent communication and discussions around their vision for the municipality
The leadership of my department focuses on opportunity rather than constraints and problems
The leadership of my department are good at motivating their sun-ordinates
The leadership of my department is conscientious in the pursuit of their performance objectives
The leadership of my department is very results orientated
The leadership of my department focuses on opportunity rather that constraints and problems
EFFECTIVENESS OF THE PERFORMANCE MANAGEMENT SYSTEM (PMS)
The PMS of our municipality provides a concise overview of performance through sets of (financial and/non-financial) metrics that guide and support the decision-making processes of an organisation.
The PMS of our municipality effectively analyses information about its performance.
The PMS of our municipality effectively enables the review and improvement of strategy implementation.
The PMS of our municipality fosters a quality management culture within the municipality.
The PMS of our municipality fosters a learning orientation within the municipality.

TALENT MANAGEMENT AND RETENTION PRACTICES
The talent management system of my municipality effectively identifies talented employees who could be developed and nurtured for the benefit of the municipality.
The talent management system of my municipality is effective in training employees in critical areas of local government.
The talent management system of my municipality effectively allows for internal opportunities for advancement.
The talent management system of my municipality effectively fosters a high-performance work culture in order to retain talented employees.
The talent management system of my municipality tries very hard to promote transformation in order to encourage employees to stay and invest in the organisation.
The talent management system of my municipality tries very hard to reduce bureaucratic practices in order to retain talented employees.

REWARD SYSTEMS AND RETENTION STRATEGIES
My municipality effectively implements salary increases as part of its reward systems.
My municipality effectively implements financial bonuses as part of its reward systems.
My municipality effectively implements special training and education opportunities as part of its reward systems
My municipality effectively implements private recognition of exceptional performance as part of its reward systems
My municipality effectively implements public recognition as part of its reward systems
My municipality effectively implements promotion opportunities as part of its reward systems
ANNEXURE THREE: ETHICS CLEARANCE
ANNEXURE FOUR: TURNITIN REPORT