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THE LEADERSHIP CHALLENGE IN THE IMMIGRATION DIVISION OF THE DEPARTMENT OF HOME AFFAIRS

By

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ABSTRACT

Over the past twenty years and even during the apartheid era, South Africa has undergone significant waves of migration and leadership challenges. Migration into South Africa has been, and still is, a result of many different factors that include economic reasons and seeking political refuge. This migration wave has also taken its toll on the country's leadership skills and strategies as well as the Immigration Department as regards the issuance of legal documents to migrants to be able to stay legally in the country.

Leadership is usually revered in Africa, but this places pressure to perform well on the country's existing leadership in relation to the control of migration and the maintenance of peace within the borders of the country.

The study aimed to identify whether the leadership is performing the way it is supposed to perform. Is the leadership performing with character and competence and are they taking responsibility for their actions when dealing with the public as this matter affects the public sector.

Statistics South Africa has an estimate of number of the migrants flowing into the country and the Department of Home Affairs does not have an accurate number of the migration flow, due to the daily rapid movement at the border posts. It is known, however, that the number of migrants into the country has increased and continues to increase, and this poses a challenge for the leadership.

One of the recommendations that emerged from the findings of the study is that more programmes and workshops should be undertaken to equip the civil servants in the Department of Home Affairs as they are all leaders in various ways and are also representatives of the Department. Their conduct should therefore be professional as they represent the image of South Africa.

DECLARATION

I declare that this research report is my own unaided work. It is submitted in partial fulfilment of the requirement of the degree of Masters of Management in the field of Public and Development Management in the University of the Witwatersrand, Johannesburg. It has not been submitted before for any degree or examination in any other university.

……..

Patience Immaculate Macharavanda Mujeni

May 2016

DEDICATION

This research report is dedicated to my late father, John Macharavanda, for his strong will;

To my mother, Farai Macharavanda, and her Chihambakwe sisters who fought for and believed in my education.

My siblings, Michael T and Jo-Anne R, for being an inspiration to soldier on; and last but not least, my husband, Tonderai Mujeni, for supporting and standing by me whilst I realized my dream.

ACKNOWLEDGEMENTS

Firstly, I would like to thank my Heavenly Father who saw me through the writing of this report by His grace.

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I would like to express my gratitude to the School of Governance and the Department of Public and Development Management in general for providing me with an opportunity to conduct the research; and to my class colleagues for the support they gave me − thank you for believing in me.

Without the people mentioned above and many others not mentioned here, the report would not have been completed. Once again thank you for the loyalty and willingness to assist where it was possible and necessary.

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CHAPTER 1
INTRODUCTION

1.1 INTRODUCTION

Services happen every day, everywhere, from the least expected place to the high places. For the world to function, different types of services have had to occur. Hence people expect some form of service delivery in whatever industry they are. Service delivery is important in the day to day running of countries and usually this is expected of from the governments around the world to deliver some services to their people. Defining service delivery requires a common definition of service and in the context of this research it is a product that meets the needs of a user or can be applied by a user and has to be accessible and affordable (Crous, 2004). Service delivery was also defined as a component of business that defines the interaction between providers and clients, where the provider offers a service which is either information or a task and then the client finds value in it or loses the value needed (Service Futures, 2015). Service delivery was also defined as a continuous cyclic process for developing and delivering user-focused services which are defined by user engagement, service design and development, service delivery and evaluation and improvement of the services (WMO Strategy for service delivery:2004).

The governments being the big players in the service delivery process, the public sector is collectively the world's largest service provider. The improvements in the public service delivery impacts positively to millions of people and the first step to delivering services to the people was to know the needs of the customer (Oosterom, 2007). Service delivery remains a pressing issue that needs attention throughout Sub-Saharan Africa whilst the focus of the government policies in Africa of meeting Millennium Development Goals was increasing attention on better provision of services

(Odaro, 2012). In Africa it had been noted that services lag behind those of other developing countries worldwide whilst the services are even expensive than anywhere else (Foster & Briceno, 2010).

In South Africa service delivery was a common phrase used to describe the distribution of basic resources that the citizens depend on but unfortunately the governments delivery and upkeep of resources was unreliable which then highly inconvenienced the end users (LeChen, Dean, Frant & Kumar, 2014). This has caused the number of service delivery protests to increase. post–apartheid South Africa continued to face challenges in ensuring that the government provide professional services to the people. The Department of Home Affairs Immigration is under the government section and it has a mandate to offer services to the people, local and non-local. Its services are to administer admissions entry into the country at all border posts and also it processes legal documents for the immigrants who wish to stay or work within the country. Service delivery in this department has always been a challenge due to the ongoing changes in the increase of immigrants moving continuously in and out of the country. Hence this research is to evaluate the type of service delivery being rendered to the people by gathering the experiences and perceptions of the end users of the service found in this department.

For there to be substantive service delivery the leadership line had to perform, In the 20th century it was believed that leaders were born leaders and not made. More recently it is argued that anyone can be a leader as long as they have the willpower to lead and can attain the qualities of a leader. However, some individuals are born with qualities that make it easier for them to become leaders (Kumar, *et al:* 2014). The expected characteristics of a good leader are patriotism, presence of mind, tactfulness in being able to solve issues as they arise, sympathy where it is needed, helpfulness, and service with warmth that reaches out to people to make them feel appreciated. A leader should also have the best interests of

the people at heart other than just goals that have to be met; this requires generosity and consideration. This is what was expected of leadership globally even though leadership remained a challenge in many sectors of the world and also in departments that deal with international relations.

In Africa leadership was revered highly and the term ‘leader’ was variously viewed by people who wanted to see their own leadership traits in an individual and sometimes elevating them to a higher status (Murray & Chua, 2015). Therefore if anything was to fail the faults are blamed on the leader and the leadership was expected to take responsibility for lack of success in achieving success. The success of a country was attributed to its leadership, as you cannot talk about freedom of South Africa without mentioning former president Nelson Mandela and giving him credit, as one cannot talk about the downfall or crisis of Zimbabwe and not mention President Robert Mugabe. This shows how essential leadership was in Africa, everything revolved around leadership. Nevertheless, one did not have to hold a high management position in order to be a leader, with service delivery everyone had to be their own leaders, individuals needed self-motivation and did not have to wait to be shoved in the right direction every time for there to be development hence everyone who deals with direct service delivery to the customer was a leader in their own way.

The focus of this research was to establish the perceptions of Zimbabwean foreign nationals towards service delivery from the Department of Home Affairs regarding the issuing of documents. Every immigrant on entering a foreign country must have the required legal documents to allow them access to that particular country. In South Africa the Department of Home Affairs - Immigration is responsible for a number of services to the citizens and the foreigners who visit, work and live in the country. The issuing of documents to every immigrant that enters the country was the main focus of this research as the Department has two main functions, the civic and the immigration. The Department administers admissions into the country and

also determines the residency status of foreign nationals amongst the issuing of permits and the custodianship of refugee affairs (DHA, 2014). The movement of foreign nationals from their country of origin to another is called migration, also defined as, “the movement of people from one place in the world to another for the purpose of taking up permanent or semi-permanent residence, usually across a political boundary” (Human Migration Guide, 2005, p.1). Rules and regulations differ per country and state according to the different government constitutions that regulate the entering and exiting of their country. For rules and regulations to be followed with consistency there had to be leadership in such a department that was strong, insightful and effective leadership. The definition of effective leadership must then be addressed. Leadership comes in different dimensions, and there are a number of definitions. Leadership is exercised when people mobilize institutional, political, psychological and other resources available so as to arouse, engage and satisfy the motives of followers (Murray & Chua, 2014). Leaders are also viewed as change agents whose acts affect other people’s lives more than they are affected by their acts. Great events are marked by good leadership, Leadership makes history notable and at the same time the leaders take credit. For example, one cannot refer to World War 2 without mentioning Hitler and Churchill amongst other prominent people, just as one cannot talk about the freedom of South Africa without mentioning Nelson Mandela. This shows the impact and influence these leaders had on the society and their followers, therefore showing that leadership had a strong influence on the environment where it was being exercised. Zimbabwe, for example, is a country that had faced failed leadership and has seen many of its citizens fleeing the country in the search for better opportunities.

Migration has become a phenomenon in South Africa since the new democratic era in 1994, with the country having one of the biggest economies in Africa and generally being viewed as “greener pastures”. It has become a target of many immigrants into the country for reasons

including political, social and economic issues (Kalitanyi & Visser, 2010, p.384). In 2008 South Africa became the world's number one destination for asylum seekers with 207,200 claims lodged, of which 122,600 claims were lodged by Zimbabweans. The numbers kept increasing as in 2009, another 149,453 Zimbabweans had applied for asylum and by 2011 300,000 asylum seekers were awaiting responses to their applications. Some of these applications still await a response (Hammerstad, 2011). The 2010 World Cup in South Africa was also a motivation for migrants to come to South Africa for the football season and then remain to seek out opportunities that had been economically opened by the great football event.

Inasmuch as the Immigration Department was responsible for administering the admissions into the country at the ports of entry, it had lacked in providing accurate numbers of foreign nationals who are within the country due to the ongoing fluctuation of migrants travelling in and out of the country. The 2011 South African census revealed that 1.7 million of the total population of 51.7 million are non-South Africans, of which the larger number were Zimbabweans (Statistics South Africa, 2012) whilst the 1992 census of Zimbabwe showed that 3 million Zimbabweans were missing, some due to the HIV/AIDS pandemic and the greater number due to migration (The Economist, 2004). Accurate information on migrants was difficult to obtain, partly because of the phenomenon of irregular migration and also because of inadequate data collection systems (Crush, 2001).

Expectations on arriving in the country are often disappointing for migrants who experienced poor service delivery from the Department of Home Affairs. This research therefore focused on analyzing the different perceptions and experiences of service delivery that are still offered by Home Affairs officials to Zimbabwean foreign nationals.

1992 saw the closing years of Apartheid in the Republic of South Africa. This included racial discrimination against black people. This was the

beginning of black empowerment, equal distribution of land and jobs and education for all (South African Parliamentary Report, 2008). This also saw an increase in the movement in and out of the country as living conditions had improved, the number of foreign nationals entering the country continued to increase with the Zimbabweans taking a lead in numbers. Migration had been a common feature of Zimbabwean society and this is likely to continue. A recent survey by the Southern African Migration Project showed that about 25 per cent of adult Zimbabwean parents or grandparents had worked in South Africa at some point in their lives (Tevera & Zinyama, 2002). This seems likely to continue. Due to failed political leadership and reaching a low humanitarian point with rigged elections, widespread political violence, internal displacement, hyperinflation and food crises, amongst other personal reasons, has contributed to a large number of Zimbabweans to migrate to South Africa (Hammerstad, 2011). Since 2000, Zimbabwean migration to South Africa has been described as the largest concentrated flow in the country's history, usually consisting of young individuals seeking employment. Since 2000 the numbers increased and shifted to women, children and the elderly who actually required humanitarian assistance (Tevera & Zinyama, 2002).

The Constitution of the Republic of South Africa (1996) brought an end to entrenched racism and emphasised the right of all citizens to equal rights, privileges and other benefits including service delivery from the public service. The government and its policies were aimed at ensuring effective service delivery but evaluation has shown that the post-1994 government had failed to deliver to the expectations of the people, and regular strikes and protests have been experienced in many sectors of government against poor service delivery. In 2008, xenophobic attacks against African immigrants including Zimbabweans took place (Dodson, 2008). It is only after these xenophobic attacks that the South African government seemed to give attention to the situation of migrants by deploying the military to restore order and protect the affected migrants. A moratorium on

deportation and visa-free entry for 90 days was introduced (Hammerstad, 2011). This process was named the 'special dispensation' which was revoked in September 2010 and substituted with the Zimbabwe Documentation Process which was aimed at regularizing the stay of the undocumented Zimbabweans despite the fact that by September 2011 only 134,369 permits had been issued out of the 275,762 applications submitted (UNHCR, 2011).

As a result, the Department of Home Affairs has experienced criticism in relation to poor service delivery, corruption and maladministration (SABC News, 19 July 2013). As a public office it had to be transparent with its duties and responsibilities to the people as they expected to be assisted in several ways according to their needs. The Department seemed to have failed to live up to its mandate of being committed to people as well as being patriotic, professional, free from corruption and being ethical, efficient, innovative and accountable to the foreign immigrants (Chiuma, 2013). Many people, both local and foreign, have had different experiences of service delivery from this Department.

Service delivery needed to be improved and therefore the leadership of the Department needed to take action in order for improvements to take place, despite the fact that the relationships that used to exist between leaders and followers had shifted. Today a transaction has to occur where employers explain what is required of the employees and what kind of compensation they will get if they fulfil their job requirements (Bass, 2013). There were many developments at the DHA before the Zimbabwean influx began. The first minister of the Department of Home Affairs, Mangosuthu Buthelezi, spent ten years in office assembling a strict anti-immigration regime which was aimed at keeping unskilled African immigrants out of the country. This was accompanied by threats towards these African immigrants as job stealers, scroungers on welfare, carriers of disease and perpetrators of crime, among other hostile sentiments (Hammerstad, 2011). This usually

transpired in the townships and informal settlements. This indicated that the immigration leadership was anti-immigrant in form. Furthermore, until early 2009 there was no policy for the Zimbabwean immigrants; clearly this should have meant that the Zimbabweans were not an issue and the Department of Home Affairs and the police could deal with them.

There was a leadership challenge in the immigration sector and this challenge still exists as the level of service delivery is still not at its appropriate level, based on the kind of service African immigrants are provided. This research aimed to gather information on these experiences and analyze the perceptions of the foreign nationals on the type of service they have obtained from the Immigration Offices of the Department of Home Affairs.

1.2 PROBLEM STATEMENT

The Department of Home Affairs Immigration was not issuing documents for Zimbabwean immigrants and other African migrants in a timely manner, and the process was inefficient and time-consuming. The Department is responsible for admissions into the country and issuing the necessary legal documents amongst the various permits provided to immigrants in the country (Immigration Service, DHA, 2014). Zimbabwean foreign nationals, amongst other immigrants, were affected by the rate at which the Department provided its services. This delay in offering services to foreign nationals seemed to be relative discrimination from the local officials emanating from the xenophobic attacks and accusations of foreign nationals wanting to steal the locals' jobs and wanting to inherit part of the country's wealth. Foreign nationals faced challenges when they wanted to obtain employment, acceptance in education institutions and accommodation along with other basic necessities that require legal documentation.

Furthermore, as a result of slow service delivery processes, there was overcrowding at the Department which created an unfavourable environment and projected a poor image of the Department and the leadership. The delays have resulted in some immigrants losing their jobs due to pending decisions of the outcome of work and special skills permits as well as asylum applications (Hammerstad, 2011). Applicants did not have adequate information regarding their application status and did not get sufficient information from the DHA call centre, whilst the majority of them cannot afford access to the internet to access the Home Affairs website to track their applications. The leadership should have had concern for the people and their specific environment.

There is limited literature on the service delivery and leadership of the Department, hence more research was necessary for this sector in order to assess the service delivery being offered to immigrants and in particular to Zimbabwean foreign nationals. There was extensive literature on African migrants being negatively viewed as job stealers or criminals (Hammerstad, 2011) and they have been ill-treated as a consequence. Minister Buthelezi was once quoted as saying, “if we scramble for resources with the illegal aliens we might as well forget the Reconstruction and Development Programme” (Croucher, 1998, p.650). There was also limited literature about the service offered by the Department of Home Affairs Immigration and how the leadership dealt with issues that lie within the Immigration system that led to slow processes.

Migration to South Africa took place during the apartheid era and has continued after apartheid with many African migrants arriving in the country for various reasons. Zimbabwean citizens formed the largest number. The high number of people migrating to South Africa had influenced the country’s government to develop policies and rules around the Immigration processes. This indicated the use of the situational leadership style theory that was adapted (Strand, 2010). The number of migrants remained an

estimate as it has proved impossible to provide an exact number of migrants in the country due to high levels of movement.

This research would convey the necessary information to the relevant applicants and also help to make the Department of Home Affairs officials aware of the negative impact that their poor service delivery has on the applicants. This research would also encourage the Department to adjust their timeframes for issuing permits as the urgency of the applicants' needs will be explained. This research would also help in identifying the loopholes within the Department as a whole, which should promote changes in the immigrations mandate and policy towards the Zimbabwean migrants, whilst bringing awareness to all parties involved in the process. The process of issuing permits to Zimbabwean applicants should be optimized for time efficiency and the channels used should be transparent for the applicants to understand. It was thus necessary for this research to proceed by gathering the perceptions of these foreign nationals towards the service delivery they are receiving and have received in the past.

1.3 PURPOSE STATEMENT

The purpose of this research was to investigate the leadership experiences in service delivery of Zimbabwean foreign migrants at the Department of Home Affairs during the issuing of legal documents. The study would further present the findings and interpret and further recommend strategise for consideration in providing leadership during the provision of services issuing legal documents to Zimbabwean migrants.

The study would interpret and analyze the findings of the data collected on the experiences of migrants and the impact of service delivery on their stay in the country. There were recommendations given based on the outcomes of the research which will help to improve service delivery and leadership strategies at the Department of Home Affairs Immigration.

1.4 RESEARCH QUESTION

What were Zimbabwean migrants' perceptions of the leadership and service delivery at the Department of Home Affairs Immigration regarding the delay in issuing legal documents and how has this affected their stay in the country?

Below are some of the questions that the participants were asked to respond to;

1. What were the Zimbabwean migrants' perceptions of service delivery at the Department of Home Affairs Immigration division during the issuing of legal documents?
2. What were the leadership issues or problems experienced by the Zimbabwean immigrants at the Department of Home Affairs?
3. What were the leadership trends at the Department of Home Affairs in the immigration division?
4. What were the leadership strategies for consideration in the provision of services in the Department of Home Affairs?

1.5 CONCLUSION

This being the first chapter has looked at the introduction of the research report, mentioning the issue of service delivery and how leadership takes influence in the matter. There is then the background of the research, how migration has come to be and the impact it has had on the country and leadership of the country. The purpose statement and problem statement is also explained and the research questions of the research.

CHAPTER 2
LITERATURE REVIEW

2.1 INTRODUCTION

Literature review was defined as an interpretation of relevant published information on a certain topic under survey (Wagner, Kawulich & Garner, 2012). Such information can be published as videos, drawings, books and journals which would be the source of literature used for this research. This section brought together the views and thinking on the perceptions of the immigration policy framework and the situation of foreign national immigrants. Ngwenya (2010) supported this when he stated that migration in the southern part of Africa had not been given sufficient attention in literature because of the perception that migration takes place from poor to rich countries in the southern part of Africa (Ngwenya, 2010). This research would help to bridge the knowledge gap of the existing literature and identify the gaps.

The focus of this research was service delivery to Zimbabwean foreign nationals by the Department of Home Affairs. This included two individual aspects that can be looked at differently, and therefore the literature review consisted of the service delivery in South Africa and the matter of migration by Zimbabweans to South Africa. Generally knowing that the situation in Zimbabwe has not been favourable to its citizens hence leading to high numbers of migration. South Africa being a developing country and producing many opportunities for its citizens and non-citizens found itself being a product of migration. Migrants have found solace in the country hence the issue with leadership struggling to deal with the fluctuating numbers of migrants entering the country. This leads to the research at hand.

2.2 MIGRATION OF ZIMBABWEANS TO SOUTH AFRICA

Migration has been a part of many southern African countries. Zimbabwe gained its independence in 1980 and has since experienced migration in three main waves (Banda & Mawodza, 2014). Firstly, white Zimbabweans emigrated after independence because they met competition from black citizens whose status began to change for the better, and 49% of white Zimbabweans were Afrikaans-speaking and came to South Africa, where white people were considered as the elite since apartheid was still in place. The second wave was the result of the massacres in Matabeleland in the 1980s, the *Gukurahundi* which means early rains in Shona language. The Ndebele population was the target of government forces. The most recent shift is where black Zimbabweans migrated for political and economic reasons (Banda & Mawodza, 2014) mostly to South Africa and other surrounding countries. The Zimbabwean immigration to South Africa is viewed as largely clandestine and this makes it difficult to obtain accurate information (Landau, 2008).

Migration was defined as “the movement of people from one place in the world to another for the purpose of taking up permanent residence or semi-permanent residence, usually across a political boundary” (Human Migration Guide, 2005, 6-8). South Africa since it gained independence in 1994 it had seen major improvements in its economy and was viewed as having a large developing economy (Adepoju, 2003) as well as a progressive constitutions including the Bill of Rights that guarantees rights to all those who reside in the country (Crush, 2001), despite reports of intolerance of non-citizens. This is one of the main reasons why the country has experienced a large number of Zimbabwean foreign nationals migrating to the country.

Migration happened for several reasons. In the Zimbabwean context it was to search for “greener pastures”, the push factors being the economy which

had an unemployment rate of 95% as compared to South Africa which was 24% (Statistics South Africa, 2012). Poverty levels were high and many people moved to South Africa to look for sources of income to support their households. A case study was done with Zimbabwean women who undertook sex work, and had migrated to South Africa to be able to maximize their income (Busza, Mtetwa, Chirawu & Cowan, 2014).

The infringement of basic human rights by the Zimbabwean government itself led to citizens fleeing the country. Freedom of speech and freedom of movement have been violated. Another factor for migration was education which has been declining because the teachers in the state schools were not being paid adequate salaries and the easing of entry into South Africa (Vandeyar, 2012) had seen parents bring their children to study in South Africa schools. However, many foreign children do not have the legal documents which were supposed to be issued by the Department of Home Affairs. This leads to parents having to enrol their children in overcrowded government schools which are mismanaged and understaffed therefore underperforming children are a result of over worked teachers.

South Africa had pull factors that were inviting to foreign nationals including economic opportunity and the protection of the Constitution (Adjai & Lazaridis, 2013). Every individual needs to feel respected and safe in their own country and also in a foreign land. In the case of Zimbabweans migrating to South Africa, they could not find these qualities in their own country hence they are pulled by those factors in South Africa and a constitution that respects human rights.

Africa Check (2013) gave a high estimate of 3 million Zimbabwean foreign nationals in the country. Statistics South Africa documented only 25,000 recipients making 17,2% (Statistics South Africa, 2012) the highest number of immigrants in the country. To explain the large difference Statistics South Africa noted that migration was difficult to define as it was not a once-off

event in an individual's life and it happened for different reasons which can change at any time. It was difficult to have a constant figure for immigrants in a country (Statistics SA, 2012) due to the ongoing movement between countries. Furthermore, with this disparity in numbers it showed that not all these Zimbabwean immigrants in South Africa were documented.

2.3 LEADERSHIP

Leadership was defined as an influence process which is not always done by one person (Howell, 2013). A leader gives influence to a group of people or a community who accepts their guidance as legitimate to assist them to reach their goals. Leadership is not a position or an individual but "a complex moral relationship based on trust, obligation, commitment, emotion and shared vision of the same goal" (Ciulla, 2014). Leadership was generally understood as a relationship of influence directed towards goals that need to be attained and different tactics were used according to each leader and depending what it is they want to achieve. There are leaders in history who are referred to as great and have been used continually as reference points, such as the late Nelson Mandela who had a positive influence on people strived to create a better future for all.

In the 20th century it was believed that leaders were born and not made but more recently it is argued that anyone can be a leader as long as they have the willpower to lead as they can attain the qualities of a leader. Some individuals were born with qualities that make it easier for them to become leaders (Kumar, *et al*, 2014). The expected characteristics of a good leader are patriotism, presence of mind, tactfulness in being able to solve issues as they arise, sympathy where it is needed, helpfulness, and service with warmth that reaches out to the people to make them feel appreciated. A leader should also have the best interests of the people at heart other than just goals that have to be met.

Individuals become leaders for different reasons, some because they were in the line of leadership where it was passed on to them, others because they were ambitious to lead and they strive to make it to the top. For there to be a leader there has to be the people to lead who share the same goals and the same vision for the future. Every organization in the public service has to have a leader, a public servant who helps to create a better future for the communities. Government departments have ministers that lead them who are expected to be selfless and offer service with warmth.

There is a relationship between leadership and the kind of service delivery offered to the people in the public sector. Great leadership produces great quality of service delivery and bad leadership produces poor service. Leadership is about influencing organizations towards a certain goal. It is necessary for leaders to display qualities of competence and good character for public service to be enhanced (Matshabaphala, 2014).

2.4 SERVICE DELIVERY IN SOUTH AFRICA

Service delivery is generally known as a service being given to a customer as per the customers' needs. The government institutions of every country have to deliver services to its citizens as they cannot meet their own needs, thus the activities of "public administration is the logical consequence of the practice of service delivery…" (Crous, 2004). For this research, the service delivery of the country's public sector was explored in relation to the Department of Home Affairs. The question being posed was whether the Department was meeting expectations of the people, in particular Zimbabwean immigrants who require legal documents to be issued. At the end of apartheid the new government promised improved service delivery but since then it has been found wanting, which might be due to several reasons including those which might have been inherited from the apartheid system itself (Neocosmos, 2008). Post- apartheid access to effective public

services was no longer seen as an advantage by privileged people but it was now a legitimate right to all residents.

Service delivery was essential for South Africa as it assists in the eradication of poverty (Burger, 2005). Short-sighted policy making could be detrimental for the country (Burger, 2005), as the government is more likely to fail in service delivery. Service to the people is one of the important indicators of assessing the transformation of government functions and the experience and perceptions the people have matter. The policy makers need to be future-oriented and understand the needs of the citizens. According to Nava, Bandiera, and Kelsey (2014), “Understanding what motivates individuals to devote time and effort is a question that lies at the core of social sciences, where the answer is to get the worker to align with the organization they work for”. (Burger, 2005). These workers are the bridge for service delivery between the government and the citizens and they need to be motivated for any progress to be seen.

Technology accompanies delivering services to the people. The South African Government had made investments in internet technologies as a means to take advantage of the internet benefits to extend services to the public (Kaisara & Pather, 2011). The internet conveys information at a faster rate and is also used as a two-way communicator. Citizens can obtain access to more information about the services offered by the government rather than travel to offices that are mostly decentralized. This would make a positive difference in service delivery from the public offices and the perceptions of people might change as the view was that effective service delivery is largely provided by the private sector and not government. Also in attempting to improve the service delivery the government introduced the Batho-Pele principles in 1997, which means putting people first. These principles strive to move the public servants to become more service oriented whilst pursuing excellence in service delivery and to be able to

commit themselves to improving service delivery (Pretorius & Schrink, 2007).

The Department of Home Affairs had service delivery challenges, as confirmed by the former Director General of the Department in 2003 (SAMP, 2005). While some improvements have been made including to African immigrants residing in the country, the bad reports continue of negative attitudes and bad service being offered to African immigrants. This research aimed to interpret the perceptions and experiences of Zimbabwean immigrants residing in the Gauteng Province about the service delivery they are and have experienced from the Department of Home Affairs.

Xenophobic attacks against African immigrants in South Africa in 2008 (Dodson, 2010) was a sign of government failure in policy implementation and policy consideration towards all foreign nationals residing in the country. The question being posed was whether human rights were for the South African citizens only. The policy makers needed to pay more attention in terms of service delivery towards foreign nationals and in particular to the Zimbabwean immigrants as these were the largest number of immigrants across the country.

2.5 THEORETICAL FRAMEWORK

Conceptual framework is an analytical tool used to organize ideas (Rowley & Slack, 2004). These ideas are theories that analyze social problems in the social sciences and provide evidence of the problem. The leadership theories are more psychological evaluations that explain the behaviour of employees in the workplace and how it affected the final product of service delivery.

2.5.1 Leadership Grid Theory

The Leadership Grid Theory is an assessment tool used by managers to determine their predominant leadership styles and this was developed by Blake and Mouton (1964). This model consists of five different relationship styles which are based on concern for people and production. It later added the resilience element. The models are presented on a grid with the *x* and *y* axis with a scale from 1 to 9 respectively. Lowest leadership style is also known as the indifferent style with a low concern for both the employees and production. The accommodating style has a high concern for people and less concern for production. It values service delivery to the people. The dictatorial style has a high concern for production and less for people. The status quo or middle road leader style has balance and compromise but usually does not result in anything as the balance is too much and finally the sound or team leadership style which is concerned for both the employees and the production. This model encourages teamwork and commitment among employees. Where there is teamwork and commitment a high standard of service delivery is reached.

This theory helps to measure the performance of leaders and their employees and also outlines the best model to use for a certain situation or a certain organization which can choose a model that best suits it environment. Some of the models were not suitable for the public service as the leaders have low concern for people and production. At the Department of Home Affairs this would not work as it had to specialize in more production and deal with concern for the people because it does not take the environment into consideration.

2.5.2 Contingency Theory of Leadership

This theory is about matching leadership style to a particular situation and was influenced by research programmes wanting to pinpoint effective

leadership behaviour. It was stated that the best way to organize depends on the nature of the environment to which the organization must relate (Scott, 1981). Organizations are open systems that need careful management to satisfy and balance internal needs as well as adapting to the environmental circumstances (Morgan, 1993). According to this theory, the success of a leader is a function of various contingencies in the form of subordinates, tasks or even group variables, and the effectiveness of a given leader behaviour is contingent upon the demands imposed by the situation (Manktelow, 2013).

There is the Fiedler's contingency theory and the Hersey and Blanchard's situational theory within the contingency theory. Fiedler's contingency model examines the relationship between leadership style and the favourableness of a situation at hand. It noted that if the leader-member relationship is high then it means the leader is generally accepted and respected by followers. When the degree of task structure is high then the task is very structured and presentable and when the leader-position power is positively high it means a great deal of authority and power are formally attributed to the leader's position (Fiedler, 1986). Hersey and Blanchard's situational theory is an extension of the Leadership Grid Theory where the notion of relationship and task dimensions to leadership adds a readiness to the dimensions (Manktelow, 2013).

Fiedler believed that leadership style was fixed and can be measured using a scale that he developed called the Least-Preferred Co-worker (LPC). The scale rates the last colleague's performance with a questionnaire and if the total is low then they are rated as task-oriented leaders; when the result is positively high they are rated as relationship-oriented leaders where their focus is on personal connections whilst avoiding and managing conflict. The task leaders were the highly effective ones and good at completing tasks whilst relationship building was their lesser priority. Other situational contingency factors are the changes in customer demands for goods and

services; the leadership challenge at Home Affairs should be flexible and open to change as the number of Zimbabwean migrants had increased rapidly and the need for greater service also arises. Situational change also saw the government introducing migration policies in relation to migrants after the 2008 xenophobic attacks as they had to assess the different environment that had begun to emerge and determine the most effective leadership style to use.

The contingency theory had deficits in that it t lacked flexibility as a leader needs to be changed when they are low on the LPC scale, which is a low task-oriented leader whereas with a department like Home Affairs the department should be striving to have many tasks completed in less time. If the leader falls in the middle of the range of the LPC scale it would be unclear which leadership style they should adopt. Furthermore, the LPC scale has about 50% reliable variance and this does not work in most of the 21st century workplaces and organizations.

2.5.3 20-60-20 Theory of Leadership

The 20-60-20 Theory of Leadership was developed by Annunzio and applies to people and relationships where there are employees in the top 20% of the leadership grid, the middle 60% and the bottom 20%. The 20-60-20 rule of leadership is a helpful way to look at organizational change, assuming that 20% of the organization's employees were of a positive nature and were people with an optimistic view of things. In some organizations there might be 30% or 40% (Sanaghan, 2011) and these were regarded as the performers of the job, who have positive attitude, are self-motivated and reliable, and who see a difficult situation as a challenge to improve their skills and competency. The problem with these individuals is that they may hold junior positions and do not have the authority to influence other employees.

In the middle 60% of the grid there are employees who need direction and more attention from their leaders who feel more comfortable in following others. They are loyal, they avoid risk and controversy and are keen to retain their jobs. These individuals need a push in the right direction, and strong leaders in their midst in order for them to perform effectively. With focused attention and genuine interest in their input any leader will be able to align them with the positive top 20%. This would be powerful and constructive. Good leadership is essential for service delivery and a good leader is strategic about where they spend their time in the organization (Strand, 2010).

The bottom 20% consists of the negative employees who undermine and question authority and this has to do with their attitudes. These are clever people but may also be negative about why new ideas will not work (Sanaghan, 2011). They may present a challenge to positive leadership and undermine progress.

The leader has to assess where they spend more time in the organization and with an organization of public service like the Department of Home Affairs the leadership has to focus on the positive aspects and leverage the organizational team's talents. Effective leadership requires knowing how to effectively use time effectively to generate best results. The disadvantage of the theory is that it only tells the leadership where to spend time and its gain is that it helps to apply diligent solutions to the right problems while focusing on the right employees to get the right results.

2.5.4 Theory of Relative Deprivation

The theory of relative deprivation discussed by Matsinhe (2011) states that the South African citizens fail to face the emerging failures of the current leadership and slowness when addressing the inadequacies and the inequalities of apartheid past. This leads to the less privileged and poor

South African citizens being dissatisfied and frustrated and they turn out against the African immigrants, hence they are shifting blame (Matsinhe, 2011). This is seen in the 2008 Xenophobia attacks on the Zimbabwean immigrants, the South African citizens blame the foreign nationals for stealing their jobs when actually it is an individual's qualifications that can get you employed and not because you are foreign or a local national. These xenophobic attacks had recently resurfaced again in 2015 April where foreign nationals were attacked by locals who were frustrated at the wrong people, unfortunately these attacks have resulted in deaths of foreign nationals as well as the local citizens. The claims towards the foreign nationals being still the same as in 2008 that the immigrants are stealing our jobs, or women and that they are criminals after the wealth of the country and have a negative impact on the country altogether.

These unsatisfied citizens included the civil servants that work at the Department of Home Affairs and other government institutions who were not satisfied with the turnaround progress in their work stations, therefore they turned their frustrations to the immigrants and clients. These civil servants' perceptions were also influenced by the legislation and perceptions of their superiors (Adjai & Lazaridis 2013) hence leading to the type of service delivery rendered to being negative. The influence from the leaders in this department did not causing positive change but seems to be creating anxiety among the employees therefore the type of service delivery offered is not satisfactory.

2.6 CONCEPTUAL FRAMEWORK: ANATOMY OF LEADERSHIP

The anatomy of leadership theory forms the conceptual framework of the research which evolved with the great debate of leadership that has existed since ancient history. Greek mythology indicated the birth of democracy when the Greeks established a form of government and the essence of leadership moved to the reality of practical governance (Bell, 2006). The theory focused more on the inner being of an individual as its elements were

invisible and intangible and the leadership behaviours were of the invisible and intangible type. The basic form of the theory was character and competence, where character had to do with the leader's inner drive and personal qualities; competence has to do with the leader's knowledge, skills and talents (Bell, 2006). Character and competence combined together gives the heart, mind, soul and talent of the leader which brings out the foundation of anatomy of leadership. These were the kind of attributes that were expected of the Home Affairs officials to poses for them to be able to deliver effective services to the public and better running of the department as a whole. The leadership approach did not refer to senior positions only but referred to everyone involved in the direct service of interacting with the migrants with issues of legal documents. A balance was needed of character and competence as this would help enhance the delivery of services to the migrants.

The theory of the anatomy of leadership argued that professionalism was achievable when there was a balance between character and competence (Matshapabhala, 2014). This is essential in public service for service delivery to be effective, and is fundamentally about choices and determining how competency will be used and to what ends it will be applied (Bell, 2006). The qualities for character in this theory would be integrity, patriotism, humility, credibility, the drive to serve and consideration, amongst other great qualities. Competence in leadership is applying noble means to noble ends with knowledge, skill and talent. There has to be professional leadership competency, where one has to be able to lead personally, the organization as a whole and the public and not having to wait for the top bureaucratic leaders to come with instructions and at the same time with professionalism one has to have the knowledge of the industry as well as business acumen.

The leadership and the public servants of the Department of Home Affairs had to possess these qualities to be able to interact with the public with

warmth and the drive to serve with a positive attitude of creating a better future for the public. It was important to be a good public servant, since they dealt with the public directly despite the fact that in today's business climate leaders are selected because of their particular expertise and competence in a certain field; yet professional competence is one element of the anatomy of leadership which cannot work single-handedly (Bell, 2006).The leadership of the Department also needs to improve the required qualities in order to positively influence employees in the middle 60% and bottom 20% for better results in the issuing of documents to foreign nationals.

2.7 RATIONALE FOR THE THEORY

This theory is suitable as the framework of the research as it brings out all qualities that are essential for leadership and individual persons working within the Immigration department to be productive. It brings out the nobleness of great leaders who are both competent and noble, both elements are required and they are both illustrated in this theory. The Department of Home Affairs public servants needed to adopt this theory as it brings out the ethical kind of leadership required within the department since its service delivery remained a challenge to the public that it serves, it needed to be flexible as much as is illustrated by the theory despite the fact that maintaining the balance between character and competence was difficult. Ethical leadership is moved by respect, ethical beliefs and values the rights of others. This theory would bring out the best employees serving the public with strong leadership qualities that are scarce, since people remember the character and not the competence after the leader is gone (Bell, 2006).

CHAPTER 3
RESEARCH TECHNIQUES, PROCEDURE AND METHODS

3.1 INTRODUCTION

This chapter will look at what is research methodology and what it means. The chapter will explain how the research will be carried out through the selected research method of qualitative methods. This chapter discusses the research strategy, design and the procedure and methods that were used. Reliability and validity measures are also looked at and the limitations of the research methodology.

3.2 RESEARCH STRATEGY

Research methodology was referred to as being the systematic way to resolve the matter under investigation and was defined as the science of studying how research was to be carried out by describing, explaining as well as predicting the phenomena (Rajasekar, Philominathan & Chinnathambi, 2013). There are various research methods that could be used that would assist in collecting data to be analyzed to provide recommendations for existing problems. There is both the Qualitative and Quantitative way to approach the methodology of research.

3.2.1 Quantitative Research Methodology

Quantitative research was defined as explaining phenomena by collecting numerical data that are analysed using mathematically based methods such as statistics (Aliaga & Gunderson, 2000). In every research there has to be a phenomenon but with quantitative research it becomes unique and different in that it takes use of numbers as units of data and comes up with

reports illustrated with statistical techniques and language. To be able to collect numerical data the type of language or how the questions in a particular research are structured has to give numerical answers, hence a research goes the quantitative way.

Quantitative research does not allow the researcher to get acquainted with the social setting of a phenomenon. The researcher has to detach themselves from the world so as to retrieve the truth of the underlying matter according to the facts gathered, that is by concentrating on the opinions in a structured way to produce facts and statistics for guidance whilst remaining objective (Bryman, 2012). This brought out the realist or positivist paradigm of the quantitative nature of the method. It is also very important to have a large survey so as to make sure that the target market is represented by the chosen sample, so as to have accurate data.

Quantitative research is based on measurement of quantity or amounts and it involves the use of numbers, but does not describe and is an iterative process where evidence is evaluated (Rajasekar, *et al*; 2013) and the results of the findings are presented in graphs and tables. Quantitative research methods investigate the what, where and when aspects of the research. Quantitative research has to begin with ideas, theories and concepts that are defined so they can be used to identify variables of interest (Wagner, *et al*, 2012). Quantitative research is not suitable for this study as it is not descriptive and this study seeks to understand human experiences where participants make their own living in a natural setting of society.

Quantitative research approach on the other hand differs with Qualitative strategy in various ways and does not suit this type of research for various reasons. Quantitative research emphasizes on numbers as units of data as it investigates different phenomena using statistical techniques. Quantitative research has a deductive approach towards theories where the theories are tested (Bryman, 2012). These two also differs on the

epistemological and ontological nature where the epistemological approach is positivist in nature and objective on the ontological nature.

3.2.2 Qualitative Research Methodology

Qualitative research is about interpreting and understanding certain situations and perceptions of events. “Qualitative research is characterized by its aims, which relate to understanding some aspect of social life,” (Patton, 2002). Qualitative research is primarily exploring situations in order to gain understanding of opinions and perceptions. For this study the aspect of social life under research is that of trying to interpret the perceptions and experience of the foreign nationals towards the type of leadership experienced in the service delivery they are obtaining from the Department of Home Affairs immigration offices. The problem being that the Immigration Offices are not issuing documents effectively or within the stipulated time frames.

This research took the Qualitative format as the variables in this research were not numerical but perspectives; hence it was not a scientific research. Qualitative methods were suitable for this research as they aim to answer the “how”, “what” and “why” questions of a situation and not “how many” or “how much” which would be answered in the quantitative way. These questions are qualitative as they bring out the human side of the situation of behaviours, beliefs, opinions and perceptions of different individuals. Only a sample of a community would be chosen for the research as it was impossible to have a whole community participate in a qualitative research unlike with a quantitative research where a large number of participants could be used.

The broad framework for this research was be the Interpretive Social Science approach as it seeks to interpret the personal experience, the frustrating problematic and progressive times of the foreign nationals

residing in the country brought upon them by the delayed issuing of documents from the Immigration offices. The research was also interpretive as it would not change any systems but simply it would be interpreting the systems functioning at the Department of Home Affairs in issuing documents to Zimbabweans. The research would also bring out answers to certain behaviour trends noted in these foreign nationals, therefore giving more meaning to social action found in this community. Another characteristic of this approach that makes it suitable for the research is that the findings would be descriptive as it was also an inductive approach. A detailed description would be given referring to the type of experience met by the Zimbabwean Foreign Nationals.

Qualitative means of gathering Information was by interviews, observation and focus groups. Interviewing participants with experience would result in rich material being generated to explore and describe and evaluate the type of service delivery, the client focus approach and the type of public servants operating within the public service environment. The Department of Home Affairs Immigration officials from the Randburg office would be interviewed as well to get a fair evaluation of the service delivery service and for validity purposes. These data collection methods show how flexible qualitative research methods are as they create time for the researcher to spend with the participants under favourable conditions where participants feel comfortable to divulge information without feeling coerced and this serves as an advantage as more deep detailed information is revealed about the phenomena under investigation.

Consent was also considered important with qualitative research as only a few participants were used for the research, hence the participants had to be willing to give information that will represent the greater part of the people. Consent to take part in the study was done orally or by written means with exception to observation methods. Ethical considerations were also included in the consent process as to make sure that no human beings

were having their rights violated in the name of a research being conducted by which ever institute. The well-being of participants was always of utmost importance and took priority.

3.3 RESEARCH DESIGN

The research strategy was a qualitative format as the variables in this research were not numerical but perspectives. Qualitative methods were suitable for this research as they aim to answer the "how", "what" and "why" questions of a situation and not "how many" or "how much" which would be answered in the quantitative manner (Wagner, *et al*, 2012).

The research design was the basic interpretive study which explored and sought to interpret the views, perceptions and experiences of the participants'. Drengg (2011) notes that, "Researchers strive to understand the meaning people have constructed in their world and their experiences", thereby trying to interpret the social action in a community. In this research the researcher attempted to understand the social action in the Zimbabwean foreign national communities in relation to the service delivery they experienced from the Department of Home Affairs.

This research drew on the Interpretivist paradigm because it sought to "understand the world as others experience it," (Wagner, *et al,* 2012, p.55). The research aimed to interpret the perceptions and experiences of Zimbabwean immigrants regarding service delivery from the Department of Home Affairs. Zimbabwean foreign nationals were the participants who were the source of knowledge; this was subjective because it was socially constructed and also included mind dependency as epistemology assumes under the interpretivist paradigm (Wagner, *et al,* 2012, p.56). Thus this research sought to understand the experiences of these foreign nationals in relation to their treatment at the offices of the Department of Home Affairs.

3.4 RESEARCH PROCEDURE AND METHODS

This section will examine the research procedures and methods that were used to carry out the research.

The broad framework for this research was the interpretive social science approach as it seeks to interpret the personal experiences of migrants and the frustrations they experienced through delays in the issuance of documents from the Immigration offices. The research was interpretive as it did not change any systems but simply interpret the service delivery outcomes at the Department of Home Affairs as regards issuing documents to Zimbabweans. Another characteristic of this approach that made it suitable for the research is that the findings were descriptive as it was also an inductive approach. A detailed description was given referring to the experiences of the Zimbabwean foreign nationals, which was gathered by interviews, focus groups, observation and the documents on service delivery.

3.4.1 Research data collection instrument

The research data collection instrument that was used was the interview and the focus group method along with observation. The researcher was the primary data collector for the analysis of this process, and the data was collected through various means. For this research, data was collected through interviews, focus groups and observation. These data collection methods included direct participant interaction which was necessary for a social phenomenon under study.

3.4.2 Target population and sampling

Sampling is the “selection of a sample for participation in the research” (Wagner, *et al*, 2012). Due to the limited timeframe for this research only the selected sample was used to collect the required data for analysis. A sampling frame was necessary for this research; therefore, a list of the participants in the population was provided where the sample was extracted from. This was a list of the names of the Zimbabwean foreign nationals residing in the Cresta-Randburg area. This led to the sample size which was decided depending on the sampling frame, which was based on the number of visits to the Home Affairs offices, profession, gender and how long individuals have been in the country.

For this research, non-probability sampling was used as it was suitable and more flexible; participants were included in the sample because they were available and willing to take part in the survey. One disadvantage was of probable non-response bias (Wagner, *et al*, 2012) that arose. The type of technique used was the purposive sampling technique, meaning the sample was strategically focused on those who were best placed to give the necessary information (Bryman, 2012) as time and resources were limited. This is also known as judgment sampling, meaning there should be more defined criteria for the sampling and the researcher used their own experience to choose the participants who can give adequate information as the researcher used special selection criteria to choose the appropriate individuals to take part in the research.

Based on general statistics there were many immigrants in South Africa. For this research a sample of the Zimbabwean foreign nationals was used who were situated in the Cresta, Windsor East and Windsor West areas of Randburg, Gauteng. This area was selected as the sample for the research at it had a high number of Zimbabweans who reside there and it will assist in providing better judgment for the findings for this research.

The researcher selected the Zimbabwean foreign nationals in the Cresta area who were available and willing to take part in the interviews and the focus groups. For information triangulation, four Home Affairs officials were interviewed as well, who dealt with permit issue to foreign nationals. This helped to get unbiased data analysis at the end of the research as information was collected from both parties under research.

3.4.3 Ethical considerations

Ethics means moral principles which control or influence conduct considered correct, mostly those of a given group or rules of behaviour based on ideas about what is morally good or bad (Webster, 2015). It was important for the researcher to ensure an ethical approach in order for the research to be substantive. The participants had to exercise their rights during the research for the research to be credible; therefore, informed consent had to be given and their rights were made clear to them so that they make an informed decision. This means the researcher explained the purpose of the study and provided all necessary information to the participants before they took part in the research. During interviews, notes and tape recordings took place with the consent of the participant. The participants were allowed to withdraw from the research at any time when they felt their rights were being infringed and no harm would befall them when they decide to withdraw. No incentive whatsoever was offered for participants to take part in the research.

Confidentiality was also taken into consideration; the participants were assured that data collected from them would not be disclosed for any use other than the research and therefore information would remain anonymous.

3.4.4 Research data collection

The researcher was the primary data collector for the analysis of this process, and the data was collected through various means. For this research, data was collected through interviews, focus groups and observation. These data collection methods included direct participant interaction which was necessary for a social phenomenon under study.
According to Wagner, *et al* (2012, p.102*)* interviews are two-way conversations as well as a purposive interaction where the researcher asks the participant questions in order to collect data about their experiences and views of the phenomenon under research. These were done on an individual basis with the participants from the chosen sample. Questions were asked about their experiences and perspectives of service delivery they had encountered from the Department of Home Affairs.

A focus group is where an interview takes place involving several participants at the same time (Wagner, *et al*, 2012, p.135). A particular topic would be under discussion, which would be about service delivery from the Department of Home Affairs. An advantage of the focus group was that the group dynamics that arose would be observed and noted and then analyzed as data. A phenomenological analysis of the data was done, which described the meaning of shared lived experiences of the service delivery offered by the Department of Home Affairs.

Observation was defined by Marshall and Rossman (1989 p.79) as “the systematic description of events, behaviours, and artefacts in the social setting chosen for study”. Observations enabled the researcher to describe existing situations using the five senses, providing a “written photograph” of the situation under study (Erlandson, Harris, Skipper & Allen, 1993). For this study the researcher observed Zimbabwean foreign nationals at the Department of Home Affairs offices, from when they arrived at the offices, how they approached the officials who were there to assist them and how

the officials provided their services to these applicants. Their attitudes and body language was observed as body language also determined the outcomes of these interactions. The Home Affairs officials were observed on how they responded to these applicants, since they were service providers and also represented their government. Observation helped to deduce the appropriate questions for the interviews (Schensul, Schensul and Le Compte, 1999).

Ethical issues were taken into consideration as the participants' human rights were to be protected. The participants must not feel that their rights were being violated by the research. Notes were taken during the interviews and the focus groups as well as recording the discussions. The participants were asked to give consent for these recordings and when they refused the notes or recordings were not done and no interview took place. This was to safeguard the views of the participants and for them to be able to give information willingly.

Secondary data was also relevant for the research as it helped with more available information other than the primary data. Secondary data was defined as, "data collected by someone other than the user" (Putcha & Potter, 2015). These sources include books, newspapers, reports, statistics, number of permit requests, number of permits granted amongst journals and other sources that could be used for literature review. Secondary data also assisted to give more clarity on the issues under research.

3.4.5 Research data processing and analysis

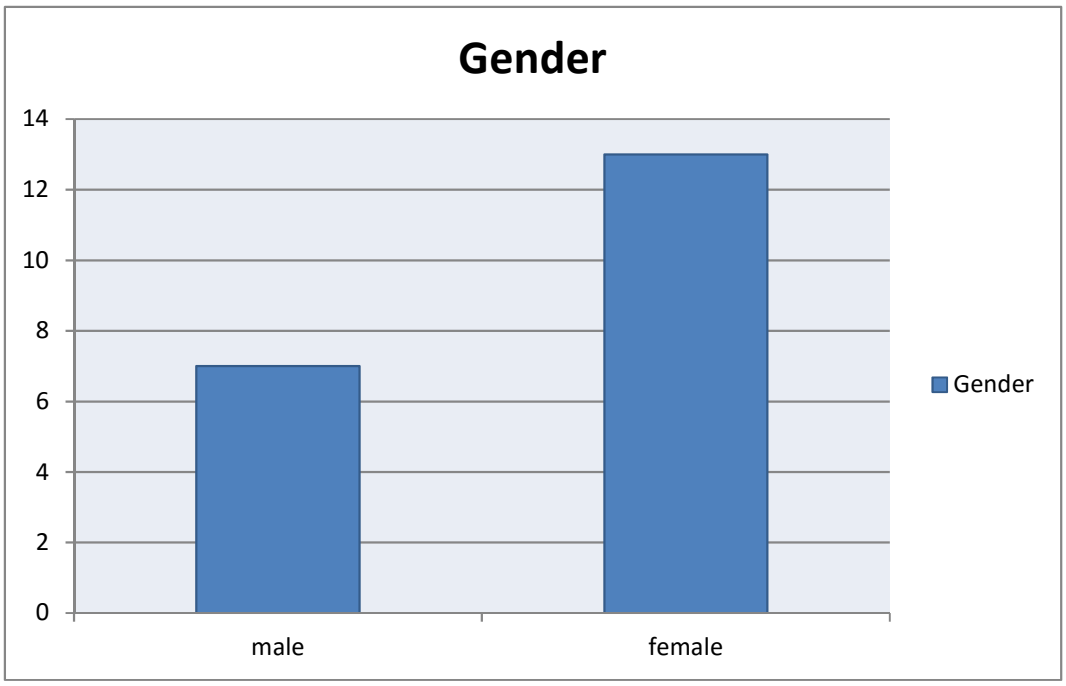
This research was undertaken in a qualitative manner, using qualitative methods to collect data. The social aspect under analysis was that of the quality of service delivery offered to Zimbabwean foreign nationals residing in the Windsor area from the Randburg Home Affairs office. The data was collected using interviews, focus groups and observation methods. The data

was analyzed using the thematic analysis approach, which identified patterns in the data in order to generate a theory. Coding of the interviews assisted in identifying themes that appear in the patterns of the data collected.

3.4.6 Description of research respondents

The graphs and pie charts below are of the demographic information of the respondents. Demography includes statistics of the difference in gender, race, age, income and qualifications, among other differences. Graph 1 below indicates the gender of the respondents.

Graph 1: Gender of Respondents

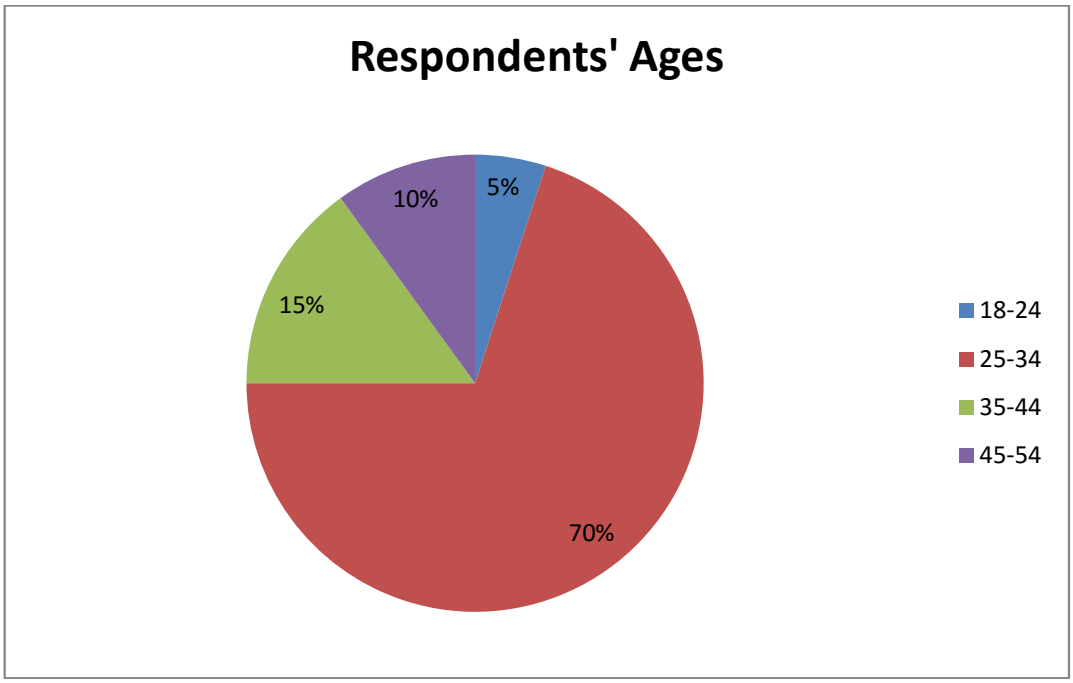


Source: Interviews, 2016 (own)

Graph 1 above indicates that of twenty respondents, seven were male and thirteen of them were female: 35% were male and 65% were female who were available for interviewing. Females were more accessible than males and were more willing to discuss their experiences with the Department of Home Affairs, unlike their male counterparts. This could be because in

general females tend to be more open about their life experiences whereas males tend to be more reserved. Furthermore, males may have been away looking for employment.

Graph 2: Age of Respondents

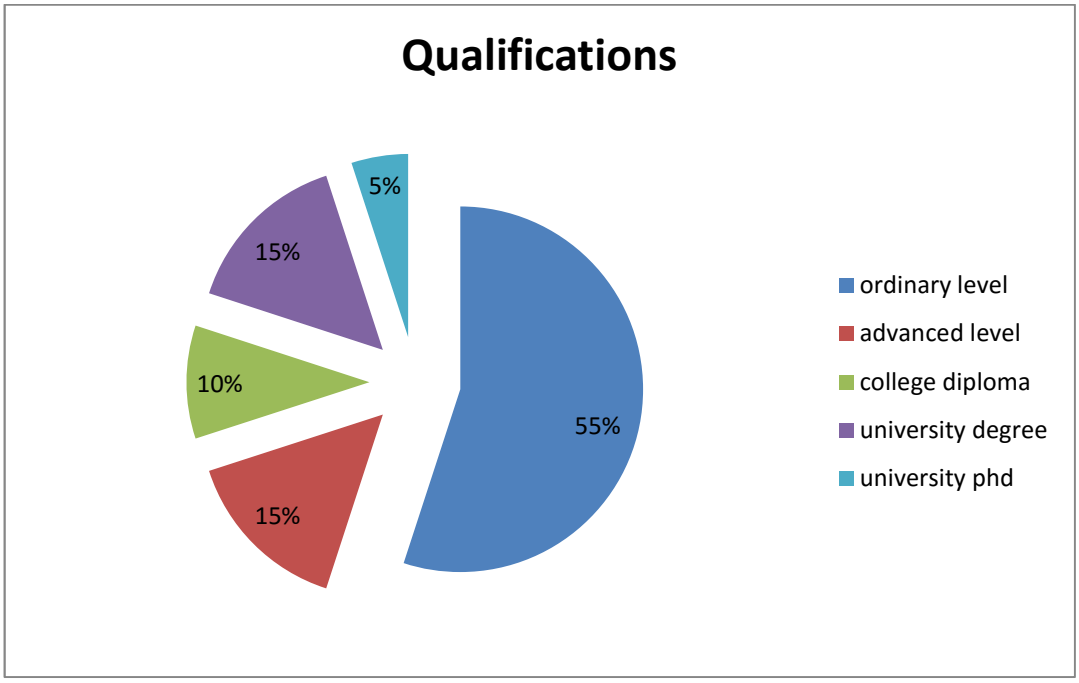


Source: Interview, 2016 (own)

Graph 2 above shows that twenty participants were interviewed and four age groups were established with all age groups represented. The first age group represented was 18 years up to 24 years where one participant was interviewed. The second age group was 25 years up to 34 years where fourteen participants were interviewed; this formed the majority of the participants which is the working class. The third age group was 35 years to 44 years where only three participants were interviewed; lastly the last age group 45 years up to 54 years had only two participants available for interviews.

QUALIFICATIONS

Graph 3: Qualifications of the Group



Source: Interviews, 2016 (own)

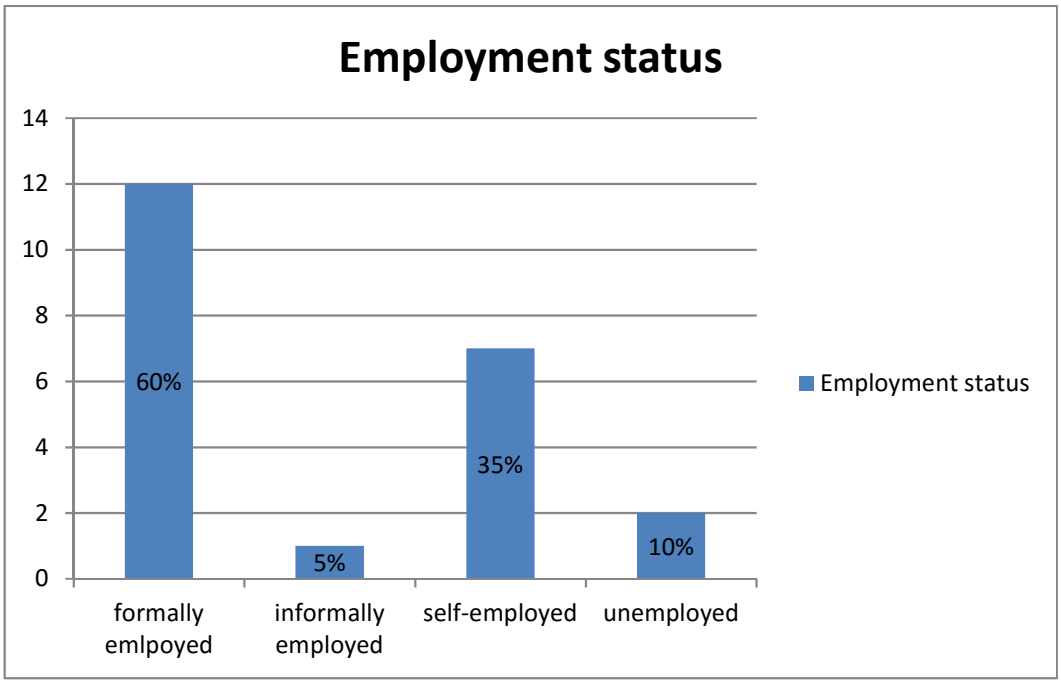
Graph 3 above illustrates the education level of the participants. The respondents were asked to disclose their level of education or the qualifications that they possessed. From the above graph, it is evident that all the respondents have been educated and are able to read and write.

The majority of the participants went up to ordinary level which is equivalent to the South African Grade 11. The reason for many was that they had migrated to look for a living in Southern and South Africa as most of them could not afford to further their education. The second category of the qualifications is the advanced level with only 15% of the participants. Advanced level in Zimbabwe is equivalent to the South African Grade 12 and some even regard it as being a little higher than Grade 12. The third category for the university degree has 15% of the pie chart and the number of these participants is equal to those who attained advanced level. These are the more fortunate participants who could afford a higher education and

then migrated to seek better working conditions. The final group at 5% were those who hold a Doctor of Philosophy Degree. Only one respondent fell within this category, showing how rare it is to find such qualifications among the residents of this area with the Department of Home Affairs Immigration division experience to share.

EMPLOYMENT

Graph 4: Employment Status



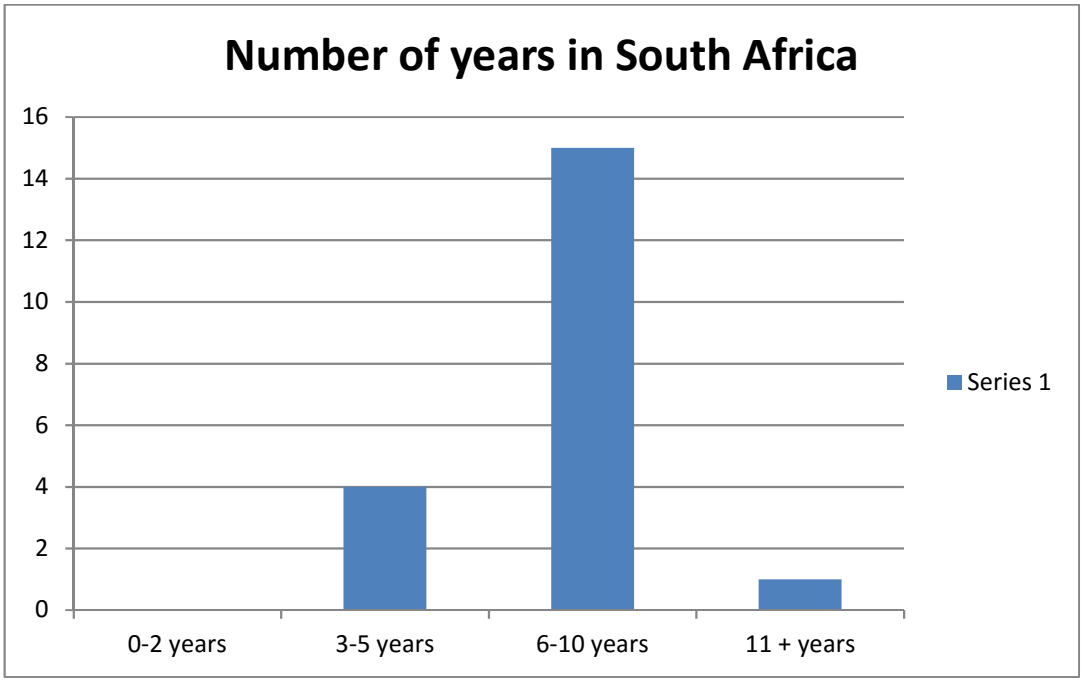
Source: Interviews, 2016 (own)

Graph 4 depicts the different employment status that existed among the participants. Respondents were asked to indicate if they were employed or not, whether it was formal employment or informal employment or if they were self-employed or unemployed. The majority at 60% are formally employed with registered companies, which is a good ratio in the context of a high unemployment rate in South Africa. Of these, 5% of the participants are informally employed because they do not have legal documents with which to seek formal employment while some have applications pending. They can only find informal employment which they have no choice but to

do so that they can survive. The self-employed rate at 35% shows that the respondents trying by all means to make a living, since they cannot acquire formal employment. The migrant unemployment rate is approximately 10%, where they cannot find either formal or informal employment.

PERIOD IN SOUTH AFRICA

Graph 5: Number of years in South Africa



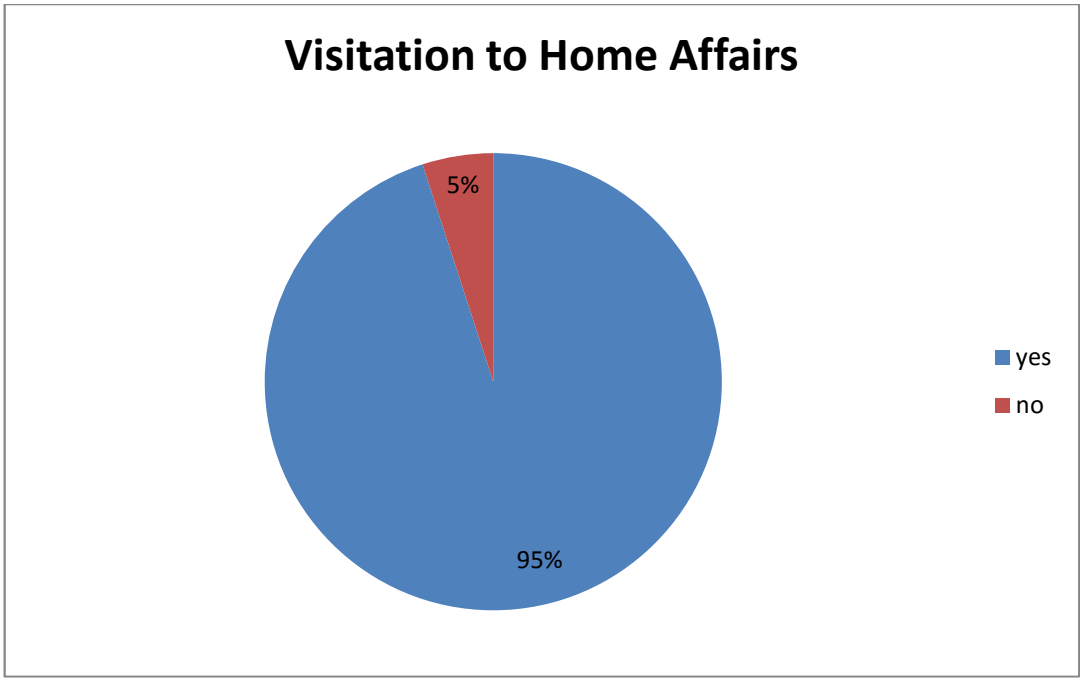
Source: Interviews, 2016 (own)

Graph 5 above indicates the number of years the respondents have stayed in South Africa. The respondents were asked to indicate how long they have resided within the country, and it was evident that most of them have been in the country more than 6 years, with 75% of the respondents stating that they have been staying in the country for more than 6 years,20% have been staying in the country for more than 3 years and 5% of the respondents have lived in the country for more than 11 years. This indicates that foreign migrants are likely to remain to make a living within the country and may only consider returning to their home countries after they have spent most of their active years in South Africa. The leadership should take account of

this as the working class majority spends their active years inside the country.

ENGAGEMENT WITH DEPARTMENT OF HOME AFFAIRS

Graph 6: Visitation to Home Affairs



Source: Interviews, 2016 (own)

Graph 6 above indicates the number of respondents who have visited the Department of Home Affairs. The research participants were asked to state whether they have visited the offices of the Department of Home Affairs Immigration for any purpose at all including applying for legal documentation and 95% of the respondents indicated that they had been to these offices and had interacted with the Home Affairs officials at one point or another. However, 5% of the respondents indicated that they had not visited any Department of Home Affairs Immigration office for any purpose at all and they feared similar rejection and discrimination that they had seen their fellow foreign migrants endure from the officials of the Department.

3.5 RELIABILITY

Reliability is defined as the degree to which an instrument measures a construct the same way each time it is used under the same conditions with the same respondents (Key, 1997). This was important but could present a challenge as it is impossible to have an instrument to measure reliability in a consistent manner every time it issued (Wagner, *et al*, 2012). This was because the participant responses were different for the same question asked due to different factors like their mood, health or accuracy of their memory and also depending on the type of service delivery they would have experienced at the Department of Home Affairs. Despite those factors, the findings of the research had to be dependable. Dependability ensures that the findings are consistent and can be repeated.

There was also the issue of confirmability which questioned how the research findings were supported by the data collected (Credibility-rsmet, 2011). This also assisted to establish if the researcher was biased during the research or not. An external researcher can look at the findings and make a conclusion if bias was used by analyzing the original data that was collected by the researcher. This helped confirm and corroborate the results of the findings. The researcher can also conduct an audit of the collected data which examines the data collection and analysis procedures and then come to a decision about the potential of biasness or distortion in the research.

3.6. VALIDITY

Validity is a process to ensure that the data collected is valid. Wagner noted that it is the degree to which one is measuring what is supposed to be measured (Wagner, *et al,* 2012, p.80). Once all the data had been collected and drafted together, some of the participants were asked to examine the data presentation and validate whether the information had been captured

accurately. This helped to ensure that the researcher was trustworthy because the participants can see that their views and perceptions were not manipulated and were accurately recorded.

Trust is important because it helps the participants to divulge information about issues considered sensitive because they will be relying on the researcher to draft the information as it would have been expressed to them. This trust is two-way, as the participants have to trust the researcher to be able to validate the data and the credibility and the quality of the sources also needed to be evaluated. Despite the fact that it was only the participants of the research who could legitimately judge the credibility of the data collection results, it was important to give the participants evidence that the research was credible.

3.7 SIGNIFICANCE OF THE STUDY

Research is important as problems and phenomena and situations that need explanations transpire daily in the environment surrounding society. This research augments the knowledge and guidelines for solving the existing problem for migrants residing in South Africa and provided recommendations regarding the government's policy towards migrants. This will assist in improving legislation and regulatory frameworks and improve service delivery at the Department of Home Affairs, thereby reducing negative impacts on people.

3.8 LIMITATIONS OF THE STUDY

The limitations for this research were that of location of the immigrants under research as their perceptions would not be representative of all the Zimbabwean foreign nationals in other parts of Gauteng Province and the rest of the country. Another limitation of the research was that of limited literature available on the service delivery of the Department of Home Affairs

towards African foreign nationals in the country. It was also possible that interviews with the Home Affairs officials were not possible to undertake as they would fear that they are under investigation for other issues like corruption in the Department.

Lack of time was a limitation for the research as the participants would be at work or looking for work or spending more time in the long queues at the Department of Home Affairs offices trying to get service.

CHAPTER 4
PRESENTATION OF THE RESEARCH FINDINGS

4.1 INTRODUCTION

The purpose of this research was to investigate the experiences of Zimbabwean foreign migrants regarding leadership in service delivery at the Department of Home Affairs during the issuing of legal documents. This chapter will present the data gathered based on the interviews and the focus group discussion undertaken by the researcher. The data findings from the demographics will be illustrated through bar graphs and pie charts. A background profile of the selected area is first discussed using pictures to fully illustrate the situation. This is followed by the biographical data results from the interviews with the Zimbabwean respondents where all interviews were done by the researcher. No tape recordings were done as the respondents were not comfortable with being recorded; there was a perception that the recordings would be played for the media and would adversely affect their lives. Some respondents had previous experience of being assured of utmost confidentiality and to their surprise found their recordings played for the public through media while some were filmed and saw themselves on national television with their identities made public.

Qualitative methods were used to collect data and analyze the information collected from the interviews. Other sources of data were also used such as the internet, newspapers and books in an effort to gather as much valuable information as possible.

4.2 THE CURRENT SITUATION

The current situation is that many Zimbabwean foreign migrants are still waiting for their pending documents to be released by the Department of

Home Affairs. Most of them are using receipts of application to move around without intimidation from police officers. Some people feel compelled to pay a bribe to police officers to avoid arrest, even though they are waiting for their documents to be released to them. The leadership is not protecting the rights of the people in this aspect, since the leadership of the department should ensure that people are safe within the country and that police officers do not abuse their powers. Such mattes should be left to the Immigration Inspectorate division to manage. The situation has improved to a certain extent and can still improve further to promote service delivery to the public.

4.3 INTERVIEWS WITH THE COMMUNITIES

The following data were gathered through interviewing a sample of twenty Zimbabwean migrants in the Windsor East area of Randburg. All respondents were made aware of confidentiality requirements and were assured that the research was for academic purposes only. The respondents signed consent forms after they had understood the intentions of the research but none of them felt comfortable with being recorded during the interviews due to their previous experiences. The interviews took place mostly at the local shopping centre shown in Images 3, 4 and 5 earlier where it was convenient to locate the Zimbabwean migrants who were willing to share their experiences with the Department of Home Affairs Immigration division. The respondents also referred the researcher to other Zimbabwean migrants that they knew who had had negative experiences with the Immigration division.

4.3.1 Results for research question 1

Question 1 read: What are the Zimbabwean migrants' perceptions of service delivery at the Department of Home Affairs Immigration division during the issuing of legal documents?

The responses of the participants were related to poor service, which was that the Department of Immigration gives poor service delivery to the public and especially to Zimbabweans. The service delivery was ranked from a limited "*okay I guess*" from respondent 1, with a frown on their face to a very strong "*very poor service*" from respondent 3 who had suffered a lot of frustration and intimidation at the hands of the Immigration division. Respondent 6 was not pleased at the mention of the name of the DHA services and had a negative perception towards the services of the department, indicating that their documents are still pending even after many trips to the offices and being referred to the Head Office in Pretoria on several occasions to no avail. Respondent 7 had only one word to say about their view: "*incompetent*".

Respondent 13 noted that:

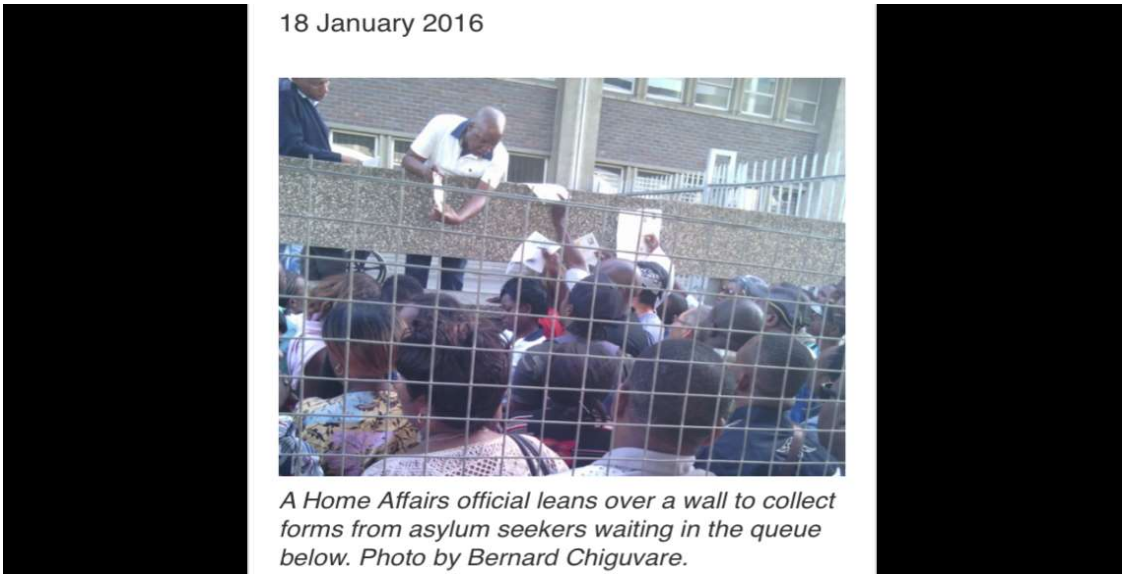
> *I fear to go before those people with the stories I have heard about them and the tears I have seen on my fellow country mates faces because of being harassed by the Home Affairs Officials*.

As a result of this perception this respondent does not have any legal document to stay in the country except their passport. Respondent 1 also indicated how they were made to use the stairs whilst the elevator was working to go to the 7th floor where they had to get assistance, just because they were Zimbabweans.

Respondent 16 indicated that they are made to feel unworthy of any service from the Department of Home Affairs, and elaborated negatively on the service rendered at the Asylum offices where they have experienced corruption in order to acquire an asylum document, stating that they are served over a durawall or fence for some reason best known to the officials. Respondent 9 also shared the same sentiments and stated that Asylum holders are being encouraged by the DHA to convert their documents to a Special Dispensation Permit so that they do not have to renew their asylum

documents. However, they do not get to renew the permit as they are not renewable after a certain period of time. He indicated that it was coercion and fraud on the government's part as they seem to be keen to remove Zimbabweans from the country. Below is a picture that was taken by a journalist working with the migrants at the Pretoria Asylum offices when trying to be served on the 16th January 2016, confirming the frustrations of this participant together with participant 17.

Image 6: DHA Asylum Office Pretoria



Source: Groundup Internet page, photo by Bernard Chiguvare

Image 6 shows two Home Affairs officials operating from inside the wall of the premises and the applicants on the other side of the wall trying to get their applications taken by the official. It is also visible that the majority of the applicants are middle-aged working class people who spend most of their time trying to get legal documents.

4.3.2 Results for research question 2

Question 2 read: What are the leadership issues or problems experienced by Zimbabwean immigrants at the Department of Home Affairs?

Leadership entails character and competence in an individual. This was not the experience of the research participants when they interacted with the Home Affairs officials. The characteristics they revealed were not those of leaders of the future. The first five respondents were not willing to comment in depth on the leadership challenges they had faced at the department offices except to indicate that if the leadership of the department was performing as they are meant to, they would not be facing the challenges they had encountered during and after document application.

The rest of the participants, when asked to identify the challenges they experienced, stated that the senior management of the Department is to blame as they are not performing well and are not ensuring that their junior counterparts perform their jobs well. Respondent 7 stated that even the Minister is not supportive of the migrants and would make promises that could not be kept. For example, the Special Dispensation Permits were supposed to be released within a period of two to three months but most remained pending and some appeared to be missing in the system; yet people had paid for this service. The respondents indicated that the leaders as management should have the clients' best interests at heart but there were not treated well. Respondent 10 posed a question:

> *Where is leadership when we stand in unattended queues for long hours? That should tell you something is wrong with that management system of theirs.*

Respondent 16 stated that it was general knowledge that if one applied for Asylum a bribe of R200 was required to be paid. The respondent further stated that the migrants with the money to bribe even stand in their own queue for easier identification and the security guard would collect the money and hand it over to the Home Affairs official. There is no-one to complain to because it is the leadership that is involved in corrupt behaviour and this presented a challenge because the less fortunate migrants fail to acquire the Asylum document.

The other common leadership challenge by the respondents that they indicated was that of being told that they are at the wrong offices or that they are talking to the wrong person and they should go to the Head Office in Pretoria and direct their queries there; if they did so, then maybe, with "maybe" reiterated, they could get answers. To their amazement they would be addressed by the station officer in charge or the supervisor or the servicing officer over the counter. The Department appeared not to have any information and all information was to be found at the Head Office or their systems were offline and the applicants had to make their way to the Head Office. This is a challenge as information does not appear to be easily accessible from whoever is giving the service on hand to the applicants.

4.3.3 Results for research question 3

Research question 3 was: What are the leadership trends at the Department of Home Affairs in the immigration division?

The respondents gave their opinions on the trends of leadership at the Department of Home Affairs. Respondents 1, 4, 8, 11 and 12 shared the same sentiments and stated that when the minister changed they thought finally things would improve, but they were disappointed as they said the improvements did not materialise but instead it created more challenges and problems for them as migrants.

Respondents 13, 15, 16 and 17 were somewhat optimistic and stated that the leadership is trying to change the way it undertakes processes by developing the new VFS Global System which aimed to reduce unnecessary queuing outside Home Affairs offices. Their website seems to function better than the Home Affairs website which is not updated regularly and provides incorrect information to applicants. The respondents also

stated that they hope that the new VFS system will not be corrupted by the Home Affairs way of handling matters.

Respondents 6 and 7 stated that the leadership's way of approaching issues should improve since it is currently repeating prior problems of making promises to the migrants and then failing to deliver the appropriate services. Respondent 9 was adamant that the leadership trends had not changed for the better and it appears the government is trying to find new ways of manipulating Zimbabweans, especially to leave the country. This respondent also said:

> *If the leadership was trending for better development with us in considerateness, they would not give us permits with expiry dates that are so soon.*

Respondent 14 pointed out that it is of some concern as Zimbabwean migrants because one could not be assured of what will be on the news the next day and whether the leadership would order arrests. Respondent 10 was in agreement with this and said that the DHA will not improve and was also not consistent in their actions. Altogether respondents 18, 19 and 20 shared the same opinions and stated that the leadership trends are not exemplary and do not paint a good picture for the leadership of the future. They felt it shows weakness of the management system as they talk a lot but do not make improvements.

4.3.4 Results for research question 4

Research question 4 was: What are the leadership strategies for consideration in the provision of services in the Department of Home Affairs?

The respondents all had similar advice to give the leadership of Home Affairs on the improvement of services within the division of immigration.

Below is a list of the leadership strategies that were outlined by the respondents:

- Leadership should improve on their communication with the applicants and within the department. Respondent 13 indicated that they had sent out six emails to the officials but not one of them was replied to.
- The Department should employ more human resources as the centres are crowded, one official is serving a lot of people and hence queues are inevitable.
- Leadership should strategize on offering incentives to the employees so as to increase the work that is completed.
- They should hold character and competence workshops to educate and keep the officials updated on international trends and being able to anticipate the needs of applicants.
- The website needs a full-time team that monitors it constantly and updates information regularly, because telephone numbers and email addresses change all the time.
- Reductions of some of the requirements on permit applications, as some requirements seem discriminatory. Respondent 17 stated that requiring a medical examination certificate when applying for a study permit might be interpreted as an attempt to deny entry into the country if not physically healthy.
- Respondent 20 who has a PhD degree explained that leadership should apply the 20-60-20 theory in the organization as it is a public structure, and it has mixed views and approaches from within the Department itself.

4.4 INTERVIEWS WITH GOVERNMENT OFFICIALS

The researcher approached the DHA Johannesburg Office in Harrison Street and obtained a short interview with one official who is in the

management but did not disclose their rank or title. The researcher produced a departmental letter indicating that the researcher was a student and needed information for research purposes. The official stated that the immigration division had moved to Head Office since the introduction of the VFS and the offices were now being used for local citizens to apply for identification cards and passports. The official referred the researcher to Pretoria Head Office where everything was now being handled. The only aspect of immigration that was present was the Inspectorate division and they deal at a lower level concerning permits, therefore they could not help with any relevant information. The official also indicated that they as an inspectorate that checks the authenticity of permits or whether it was gained through fraudulent means. Furthermore, they also liaise with the Head Office to verify the migrant's permit in question and if found to be invalid a deportation process is commenced.

The researcher proceeded to Pretoria to locate the Head Offices of Home Affairs. On reaching the destination there was a security check point where one was asked their intentions for the visit and which department to be visited and why. The researcher produced a departmental letter and explained the purpose of the visit and indicated the required department The person who claimed to be the Head of Security and who was present denied the researcher access into the building and indicated that they were at the wrong place because no official has time to be interviewed or has time on their hands to speak to a student who is doing some research. In their words,

> *… many students and journalists have been here looking for information but not one has been allowed access into the building because those people up there are very busy with documents that are needed urgently now, go and use the website, everything is there*.

The security guard then wrote the website address on a piece of paper and handed it to the researcher.

4.5 INTERVIEWS WITH FOCUS GROUPS

A focus group interview is where the researcher interviews participants about the issue being studied and they give their views in an open discussion. A focus group was held by the researcher which consisted of five women from different age groups. These participants spoke of their experiences and discussed challenges they had encountered with the Department of Home Affairs during the issuing of residence documents.

These participants indicated that in 2010 when the special dispensation permit programme began, people were allowed to apply for these permits using their birth certificates because they did not have any passports but now it is done differently. It also emerged that people were smuggled wrapped in plastic through the Beit Bridge border with South Africa just to be able to get free permits. This should be an important indication to the leadership of the immigration department. A long term solution is needed to address the challenge of issuing documents to the migrants. The participants revealed that the leadership should offer them permanent residence permits so that they can stay in the country peacefully and avoid all the challenges of being smuggled into the country since some migrants died during this process of being smuggled while wrapped in plastic. Some of those were also breadwinners for their families. The participants stated that all they want is to be able to make a living without upsetting anyone or breaking any laws. They wished only to make a peaceful living.

The focus group mentioned the bad service they had received and how the leaders have not shown any courtesy about how all the procedures are handled. The participants indicated that even their health is not considered. For example, toilets were placed next to where the migrants queued and

these were not cleaned, creating an unhealthy environment. It is any leader's objective to ensure that the environment that people function in is safe and not unhealthy.

The leadership was not considered reliable as they tend to not honour the promises they make. Information is not easily accessible to the migrants and they have to continuously demand information. One participant indicated that when their permit was ready for collection they were not advised as the Department should have done. It was only through a routine check with the Department that the applicant was told that their document had been ready for a month. Furthermore, it had been returned to the head office and they had to start the process of application again. This highlights the incompetency of the Department and its leadership.

4.6 EXAMINATION OF RECORDS FOR CROSS-VALIDATION

It is necessary for research data to be examined for validation so that no false information is published. Some of the participants were given the data to go through it and confirm that it corresponded with the information they had supplied to the researcher. The information was noted to be valid, meaning that the data collected was correct and was not falsified in any way.

4.7 CONCLUSION

The above data was collected through interviews and is a reflection of the opinions and perceptions of some Zimbabwean migrants of their experiences with the Department of Home Affairs Immigration Division. During the interviews, certain themes emerged which were poor communication, poor service delivery, corruption, communication and lack of transparency. These themes and data will be analyzed in the next chapter.

CHAPTER 5
INTERPRETATION AND ANALYSIS OF THE FINDINGS

5.1 INTRODUCTION

The purpose of this research was to find out the perceptions of Zimbabwean migrants on the leadership challenges on service delivery at the Department of Home Affairs Immigration Division. This chapter will look at the interpretation of the findings of the research whereby this was done in a thematic way.

5.2 ANALYSIS OF THEMES IDENTIFIED

The following themes were identified through the interviews with the respondents as being the most important shared concerns regarding the Department.

5.2.1 Poor service delivery

The research respondents were asked to state their perceptions about the Department's service delivery during the time they were being issued with legal documents. All respondents indicated that the service was poor. The research results indicate that there is a negative perception of the service offered by the immigration department to migrants. However, some of the respondents mentioned that at times the service is good but overall rated it to be poor. The respondents characterized the poor service as being ignored by the officials and sent from one office to another. It was also revealed that the migrants have to offer bribes for them to be given assistance with tangible results. This kind of behaviour shows a lack of god leadership amongst the Home Affairs officials. Character is mentioned in

the conceptual framework theory as a necessity for good leadership and for there to be positive service delivery.

The research established that there is a challenge in providing adequate service delivery to migrants. This indicates that leadership is lacking commitment, hence competence is mentioned in the leadership theory as an attribute for good leadership that is necessary for delivering a good service to the public. The sample used to represent the broad migrant population indicates that the Department is failing to meet the needs of its clientele. Discrimination is also visible, as Respondent 3 indicated that the officials prefer to give good service to the white people rather than black people. He indicated that it was unfortunate that the black migrants endure poor service delivery on their own continent at the hands of fellow black people while white people received better service because they were seen as investors or tourists and should leave with a good impression of Africa. Leadership has to be fair at all levels and should make everyone feel equally important. Treating people as equals is noted in the leadership theory is being important.

Literature revealed that the Department has always had challenges of service delivery as confirmed by the Director General of the Department in 2003. There have been further poor reports. However, it seems there have been few improvements. The challenges of poor service delivery remain evident within the Department. This shows that leadership is not promoting improvements within the Department. The conceptual framework suggests that the Department of Immigration should have character and competence as attributes to promote good service delivery but this is not evident in the way they treat their clients. This is needed for better service delivery to the public.

5.2.2 Communication

Communication is one of the themes that emerged during the interviews with the respondents. The Department and its officials were claimed to be bad communicators with the public. Firstly, the officials had a negative attitude and were discriminatory in the sense that when they were approached and communicated to in the English language they would then communicate back using their local language, be it Sotho, Zulu or Setswana. This indicates lack of character amongst the officials, as they disregarded the fact that the applicant used English as a communication language and seemed not to care why and even when the migrants indicated that they could not understand the language they would ask if they had “white skin” because they are using English to communicate. Respondents 1 and 5 indicated that they experienced this. This is not a good customer approach in a department that deals with foreigners. This is viewed as xenophobia and the theory of relative deprivation explains this kind of behaviour among South African public services who are victims of their own government systems that have failed to deliver and their frustrations are taken out on migrants.

The other communication challenge that was mentioned by Respondent 13 was that of no response when they send emails to the email addresses found on the website. Six emails were sent to different people in the department but not one of them was replied to. One wonders if the email addresses are real addresses or just for show. The researcher also had the experience when looking for assistance to collect data, that an email was sent to the head of the Zimbabwean permit project requesting an interview or information via email. This was responded to but with no information provided other than a referral to the communications department. This corresponds with what some of the research participants experienced during their interaction with the department. Another email was sent out by the researcher to the head of the communications department but to date

no response has been received. This shows that the leadership of the department is not competent as stated in the leadership theory. Responding to emails is a basic task, including relaying information to applicants but there is no evidence that this is done, hence the leadership lacks competence which is an attribute essential for good leadership.

According to the website the communications department deals with relaying information to the public when necessary, hence the research established that the Department is failing to carry out its duties in accordance with its mandate. This shows the leadership challenge within the Department of Home Affairs Immigration Division. Literature revealed that the government invested in internet technologies so as to gain the advantage of the faster rate of internet to give out information to the public but according to the results of the study this does not appear to be happening efficiently as applicants are still complaining about not getting any information when needed. However, the Home Affairs call centre appears to work well and people can enquire about the status of their application if one has the means to make the call.

5.2.3 Corruption

Another theme identified during the interviews was that of corruption. Respondents indicated that corruption was a regular occurrence and has become the norm and the Home Affairs officials and the police officers do not attempt to hide it. Respondent 16 stated that one has to pay R200 to obtain asylum, and not paying means they will not be served. This appears to be common knowledge. Respondent 17 agreed to this as they have been there on several occasions without the R200 and they have left with nothing. One has to pay the R200 to be considered as an applicant. Police officers are also taking advantage of the poor migrants in the streets, who, if they do not have any form of identification on them they are either taken to police stations or asked to pay something so that they are not arrested or released

at the police stations. This indicates a lack of character amongst these officials involved in bribery. Character is an attribute for good leadership mentioned in the anatomy of leadership theory, which has to do with inner qualities and personal drive of an individual. There is an inspectorate department of the Home Affairs Immigration division that verifies migrant permits. Police officer are now also abusing their powers and claiming to want to verify the migrants' permits. They then request a bribe and leave.

Literature revealed that during the xenophobic attacks in 2008, some police officers had instigated attacks and accused the Zimbabwean migrants of stealing and vandalism of property but without evidence. The theory of the anatomy of leadership explains that it takes character and competence for real leadership to prevail and it is the character of the leader that is remembered long after they leave the leadership position. The study revealed that there is no character or competence in these officials, hence the challenge of leadership in the Department of Home Affairs. The study also revealed that the Batho Pele principles are not taken seriously and have not been implemented effectively as public officials do not put their clients first.

5.2.4 Lack of transparency

Transparency is an attribute expected from a public institution. Government departments are supposed to be transparent to the public that they give services to, but the Department of Home Affairs, according to the research, is failing in that regard. Participants indicated that when they ask for information on the status of their permits they are referred to other departments as well as the head office and hence they move from one office to the other just to get information but without success. This does not fulfil the Department mandate of putting the customer first and there is no transparency of information. There is a communications department that

should be conveying all necessary and required information to the public and applicants whenever it is required.

The contingency theory of leadership encourages matching leadership style to a particular situation and adapting to the nature of the environment to which the organization must relate. The theory further indicates that organizations are supposed to be open systems that should balance internal systems and the environment that they deal with. The Department of Home Affairs Immigration Division should adopt this theory so as to portray leadership qualities and address the challenge of failing leadership within the Department that is not transparent with the public.

5.2.5 Managing relationships

Client relationships are a very important aspect when dealing with the public concerning service delivery. How an individual manages the relationship between them and the user end of the service is important and it determines if the service delivery is up to standard or below expected standard. Any leader has to know how to handle customer relations as it is part of a leader's character. More than half of the research respondents complained about the way they were treated and spoken to, which indicates that the handling of relationships by the Home Affairs officials was negative. Respondents noted that the Home Affairs officials need to communicate professionally. The anatomy of leadership states that a leader has to have character that emanates from within to show that they are a true leader with people's interests at heart, hence improving the communication in the relationship of customers and Home Affairs officials will improve the service delivery of the Department.

A competent leader takes an interest in learning more about their customer and knowing their needs. Research respondents indicated that the officials did not show an interest in their queries but instead they made it look like

their time was being misused when helping the migrants. A leader has to show interest in their surroundings and be willing to assist in any way possible so that the customer is satisfied with the service delivery received. The anatomy of leadership states that being trustworthy and credible and keeping integrity shows that one has competency to act for the mutual benefit of the relationship between the leader and the end user of the service.

Handling of relationships is important as these relationships form the organization and also show how the leaders are being trained and groomed for the future. This is crucial for any leader as this shows the invisible character of a leader. When the organization deals with the public, like the Department of Home Affairs, it is judged by the way it handles relationships with the public, the migrants and other applicants.

5.2.6 Prioritising people

A leader has to be able to make people feel special, especially when dealing with the public with service delivery of any sort. A customer always needs to feel special and wanted in any place, as this also boosts customer self-esteem and builds trust in the organization that their needs will be met. The researcher deduced that the research respondents did not experience this when they approached Home Affairs. The respondents stated that they received no feedback or follow-up whatsoever regarding their applications. The officials were not helpful or supportive when they made enquiries.
In trying to make people feel special the Department should follow up with personalized emails about their applications or queries and also as individual leaders should be quick to acknowledge and offer help immediately it is needed. This shows their competency as leaders of character. Paying attention to the customer is of utmost importance as well as it communicates to the client that they are at the right place and that their presence is being acknowledged.

5.3. CREATING CARING INSTITUTIONS

The government has to create caring institutions that have people's interests at heart and make it a priority to meet the needs of the public. This will show strong leadership qualities in a government that is democratic and fulfils its mandate. To create a caring institution is to model it upon a family organization, hence the family institution has the caring qualities of meeting and attending to each other's needs. Good care in an institution has focus points which are the purpose of care, recognition of power relations and the need for pluralistic and specific tailoring of care to meet individual needs (Tronto, 2010). These qualities are a result of strong leadership attributes as they are invisible and intangible attributes of a leader as explained in the contextual framework of the research. Strong leaders are necessary and are important in an organization dealing with the public. Most of the respondents of the research felt that the Department of Home Affairs had little interest in their situations and challenges.

A leader has to able to care for the vulnerable as part of a constitutional mandate. This attribute of care is expected of leaders as it is a sign of inner strength and good character of a leader as stated in the anatomy of leadership.

5.4 COMMUNITIES

The communities are the people affected by the leadership decisions made by the Department of Home Affairs and the non-governmental organizations that are in place to assist with the handling of migrants in the country, as well as the migrants themselves. The local communities appear to vent their frustrations upon the migrants and this is visible through the xenophobic attacks and derogatory names such as "*makwerekwere*". Labelling the foreign migrants shows how the migrants are not wanted within the local communities. This shows a loophole in leadership as it does not educate the local communities about the advantages of having foreign migrants in

the country. These are economic migrants who add value to the country's economy.

Non-governmental organizations like the United Nations High Commission for Refugees (UNHCR) have the mandate of protecting refugees and migrants. This shows that national leadership in different countries is prepared to assist migrants and those leaders in lower positions should act similarly. This shows strength in leadership as they serve the people and seek to protect the people as necessary. The International Organization for Migration (IOM) collaborates with non-governmental organizations concerned with migration and in South Africa the IOM in partnership with the UNHCR and the City of Johannesburg launched a campaign aimed at educating the South African community that foreign migrants are an integral part of the community. They used a slogan *"I am a migrant too*". This was a good example of leadership taking the initiative to change the perceptions of the local people where these were negative. The IOM leaders were trying to make the local people understand that they themselves are also migrants in one way or another, either by being related to a migrant elsewhere in the world or being a descendant of a migrant (IOMSA, 2012).

5.5 GOVERNMENT OFFICIALS

Government officials are the main role-players in the service delivery process. They are the leaders in the field and are always under scrutiny by the public. During the interviews conducted by the researcher the government officials were not forthcoming with information. They were not helpful or transparent, and the researcher was sent between offices without obtaining the required information from the officials of Home Affairs. This is in contrast with what the conceptual framework states regarding leadership, in that leaders are expected to be forthcoming with information when required by the public. This indicates a loophole in the leadership hierarchy of the Department as this is lagging in service delivery.

The officials should lead by example and demonstrate inner drive to assist anyone with their needs. The Minister of the Department of Home Affairs has taken advantage of the technology available to reach out to the public, including to migrants who need assistance in obtaining legal documents where their current documents have expired. Social media is used for the public to submit queries and they are then directed to the appropriate persons for assistance. This indicates the positive intentions of the Minister to make a difference in the service delivery of the Department. Lower level leaders and managers should emulate this conduct and exert greater effort in trying to assist the applicants to obtain satisfactory service delivery.

5.6 CONCLUSION

This chapter examined the data collected by the researcher. The data was analyzed and interpreted using qualitative methods of research. Themes identified during interviews were also considered and analyzed and how they affect service delivery to the people. The community's choices were also looked into and how leadership affects their decisions and how their future may be influenced. Recommendations and conclusions of the research report will be provided in the final chapter based on the findings and analysis of the research.

CHAPTER 6
CONCLUSIONS AND RECOMMENDATIONS

6.1 INTRODUCTION

This final chapter of the research report will present conclusions and recommendations for the Department of Home Affairs to take into consideration for future implementation, based on the findings of the research. The purpose of this research was to find out the perceptions of Zimbabwean migrants on the leadership challenges on service delivery at the Department of Home Affairs Immigration Division. The intention of the research was to examine the shortcomings of leadership in the Department of Home Affairs through asking Zimbabwean migrants to share their experiences with the Department in connection with the issuing of permits.

The background of the research began when apartheid came to an end with racial discrimination against black people ending. This saw migration increasing with foreign nationals entering the country in large numbers with Zimbabwean migrants the largest in number. The country's constitution ended racism and emphasized the right of all citizens to equal rights and privileges including service delivery from the public service. The government had the Batho Pele principles to provide guidelines for the public regarding service delivery quality. However, the post-apartheid evaluation of government departments indicates that some of the departments are failing to deliver the expected service to the public and the Department of Home Affairs Immigration Division is among these under-performing departments.

The researcher examined the underperformance of the Department of Home Affairs Immigration Division and interviews were conducted with

Zimbabwean migrants, who were asked to share their experiences and perceptions towards the Department. The data is analyzed below using a descriptive method as was mentioned in the methodology chapter.

The following questions were formulated:

1. What are the Zimbabwean migrants' perceptions of service delivery at the Department of Home Affairs Immigration Division during the issuing of legal documents?
2. What are the leadership issues or problems experienced by Zimbabwean immigrants at the Department of Home Affairs?
3. What are the leadership trends at the Department of Home Affairs in the immigration division?
4. What are the leadership strategies for consideration in the provision of services in the Department of Home Affairs?

The research provided a platform for the migrants to express their experiences and also provided insight on how the Department functions. The themes that emerged from the interviews with the participants are communication, lack of transparency, corruption and poor service delivery. The research also identified loopholes in the Home Affairs leadership systems. This chapter will provide the analysis of the findings that were presented in the previous chapter and make recommendations for the immigration division based on the data which was collected. The analysis of the results will be grouped with the literature review previously outlined to ensure validity of the study.

6.2 PROBLEM STATEMENT

The Department of Home Affairs Immigration Division was not issuing documents for Zimbabwean immigrants and other African migrants in a timely manner, and the process was inefficient and time-consuming. The

process of issuing permits at the Immigration Department was not providing efficient service delivery to the applicants so that they can live a normal life without fear. Zimbabwean foreign nationals, amongst other immigrants, were affected by the slow rate at which the Department provided its services. This delay in offering services to foreign nationals seemed to be relative discrimination from the local officials emanating from the xenophobic attacks and accusations of foreign nationals wanting to steal the locals' jobs and wanting to inherit part of the country's wealth. Foreign nationals faced challenges when they wanted to obtain employment, acceptance in education institutions and accommodation, along with other basic necessities that require legal documentation.

6.3 PURPOSE STATEMENT

The purpose of this research was to investigate the leadership experiences in service delivery of Zimbabwean foreign migrants at the Department of Home Affairs in the process of issuing legal documents. The study further presented the findings and interpreted the findings. The study also made recommendations for consideration in providing leadership during the provision of services that issue legal documents to Zimbabwean migrants.

Service delivery is essential for every country to function and with the government being the biggest player in the service delivery process this remains a challenge in South Africa. The government's main goal is to provide adequate and satisfactory service to its people. Service delivery within South Africa has remained a challenge as seen in ongoing protests about poor service delivery. The Department of Home Affairs being part of the public service has the objective of serving people, both local and non-South African citizens. The service delivery of the Department has been fluctuating and has brought many frustrations upon the locals and the non-locals who migrate in and out of the country.

For there to be quality service delivery there has to be good leadership in management. There are certain attributes that are expected of a good leader and in Africa leadership is taken seriously as a lot depends on what kind and type of leadership is running an organization. With the increased levels of migration from Zimbabwe to South Africa, the leadership in the Department of Home Affairs has to perform well so that the service delivery to the people is of utmost quality. The Department's service delivery to the recipients has remained a challenge as many migrants relate experiences with the Department regarding their applications. This indicates that the leadership of the Department has most likely been performing below the expected standard.

6.4 CONCEPTUAL FRAMEWORK

The anatomy of leadership theory forms the conceptual framework of the research. The theory focuses more on the inner being of an individual as its elements are invisible and intangible and the leadership behaviours are of the invisible and intangible type. The basis of the theory is character and competence, where character has to do with the leader's inner drive and personal qualities. These are the attributes expected of the Home Affairs officials for them and the Department to ensure effective service delivery to the people.

Leadership has to prove its worth in any organization because there is a relationship between leadership and service delivery. For there to be quality service delivery the leadership has to have strong qualities. In Africa, leadership is revered and leaders are remembered for their great work which is visible through their results. The leadership of the Department of Home Affairs leaders is expected to demonstrate the outcomes of such invisible qualities by delivering services to the migrants and the general public achieve visible results.

6.5 LITERATURE REVIEW: SUMMARY

Literature review of the research report looked at the literature concerning the matter of migration into the country from Zimbabwe and other neighbouring countries. This chapter also looked at migration in other countries and how it has affected the leadership attributes and skills in those places. It was revealed that there is limited literature about the topic of migration itself and this indicates that limited attention is given to the matter, yet it is an important matter that needs to be addressed and taken seriously.

Migration has taken place over many years and is ongoing and increasing in diverse ways. Migration occurs for different reasons depending on individuals and situations. Migration to South Africa has mostly been for economic reasons. The migration wave has been increasing daily hence the Department of Home Affairs has not been able to maintain reliable statistics about the migrants. This has presented specific challenges for the Department.

Leadership was defined as a process of influence on a community or constituency that shares the same vision and goal. Leaders are meant to drive the organization or department in a way that provides results and in the case of the Department of Home Affairs, leaders should drive the organization to reach quality service delivery to the public. There is a relationship between a leader and the type of service delivery their teams produce. Good leadership skills produce good service delivery, whereas bad leaders produce below standard service to the people.

The Department of Home Affairs has had challenges in leadership for some time. The client base of the organization has experienced many frustrations The issue of bad service delivery and in particular poor leadership, was one of these frustrations which influenced the research topic.

6.6 METHODOLOGY: SUMMARY

Methodology is the way in which the research was conducted by the researcher. This was done in a systematic way. There were two methods that the researcher could use to investigate the matter of the research: qualitative or quantitative.

The researcher chose the qualitative method which interprets situations and seeks to understand perceptions of events and certain aspects of the society. The particular aspect for the research was the perceptions of the Zimbabwean migrants of their shared experiences when dealing with the Department of Home Affairs. The variables for the qualitative methodology were perceptions which would address the human side of certain behaviours, beliefs and opinions of different individuals. The research was interpretive in nature as it did not seek to change any systems but rather investigated how the systems worked at the Department and how people's social livelihoods were being affected.

Information was gathered by conducting interviews, focus groups and through observation. A sample of the migrants which are referred to in the research findings as the respondents were interviewed with their consent. Respondents were asked to give their consent as they had to be willing to share their experiences. Ethical values were taken into consideration, so that none of the respondents would feel that their privacy was being violated.

The other type of methodology which was the quantitative method could not be used for this research because it uses mathematically based methods with statistics. It uses numerical values for data and illustrates its data through statistical language. When collecting data, the questions are asked to provide numerical value data and the researcher has to function

independently from the social setting of the phenomenon so as to obtain unbiased information. Quantitative method requires extensive use of numbers and was thus not suitable for this type of research as it required the interpretive way of describing the collected data and needed the researcher to be present in the social setting.

6.7 SUMMARY OF FINDINGS

The purpose of the research was to investigate the leadership experiences of the migrants with the Department of Home Affairs. Data was collected through conducting interviews and convening a focus group and this data was presented as bar graphs and pie charts to illustrate the demographics of the respondents. A picture was also inserted of the respondents at a Home Affairs offices to visually illustrate the situation and clarify it for other immigrants facing the same challenges.

The data collected showed that most of the respondents are of working age and are breadwinners trying to feed their families they live with or the families that are in Zimbabwe. These respondents have been in the country for more than five years and a large number of them have not been able to get their documents from the Department of Home Affairs. Some testified to documents reaching their expiry dates without having been issued to them.

The perceptions of the respondents were largely negative regarding the service delivery that they received from the officials. A few of the respondents acknowledged that they received average service from some of the officials but felt that they could have received more attention. The respondents were not made to feel important in any way but instead were made to feel unwelcome and did not have their needs met.

6.8 INTERPRETATION AND ANALYSIS

The research analysis was interpreted in a qualitative way and themes were identified during the interviews. These themes were examined and interpreted in a qualitative way, bringing out the leadership concerns that the respondents had during their interactions with the Department of Home Affairs in attempting to obtain their documents. The themes that emerged were service delivery, communication, corruption and lack of transparency.

These themes were analysed in more detail based on the leadership issues related to the themes and the concerns of the migrants. Most of the themes showed that there are deficits in the leadership that manage the Department. Leadership attributes require intangible and invisible character that comes from within an individual, as explained in the anatomy of leadership theory which states that it is a necessity for a leader to possess strong qualities. This highlighted that there is a strong relationship between leadership qualities and the kind of service delivery rendered to the public or the end user.

6.9 RECOMMENDATIONS

The following recommendations draw on the findings of the research and aim to alleviate the challenge of the Department of Home Affairs not issuing legal documents to foreign migrants on time. Waiting for these documents to be issued is time-consuming and not having legal documents impacts negatively on the lives of these migrants in different ways.

The recommendations are as follows:

- The government should undertake to find ways to educate the local citizens about migration and the advantages and disadvantages it has for the country to have migrants of different nationalities residing

in the country. Influential people and the media should stop publishing negative stories about the migrants without enough evidence and judgments should not be based on mere speculation.

- The government should address the attitude of Home Affairs officials towards migrants and strict measures put in place to address any ill-treatment and racial discrimination displayed towards foreign nationals
- Corruption and exploitation within the Department of Home Affairs Immigration Division and other divisions should be dealt with seriously drawing on law enforcement so as to protect the rights of all migrants and also local citizens. This will also assist in promoting transparency and accountability.
- The policy makers should develop more workable policies that protect the foreign migrants that enter the country to reside in it for both the long and short term.
- This research hopes to make a contribution to the existing literature on the perceptions of Zimbabwean migrants in the country about the leadership challenge they have encountered at the Department of Home Affairs, hoping that the leadership will be able to use the findings of this research to find ways to improve their service to the migrants and the people at large.
- Refresher courses should be provided for the Department officials so that they are reminded of the laws and legislation of the Department and the Batho Pele principles of putting people first, as well reminding them of their duties as public servants of the people and as tomorrow's leaders.
- A focal point for migration offices shuld be created at a regional level within the Southern African Development Community (SADC) Secretariat in their Directorate of Social and Human Development so that it can operate beyond the local domestic policies and regulations and also focus on the bilateral and multi-lateral arrangements that concern the management of cross-border flows.

- Leadership development programmes should be put in place to educate the officials to find a balance between personal and organizational business, since leaders are expected to have high levels of personal awareness and self-regulation as key attributes of effective leaders with high levels of emotional intelligence.

6.10 UNIT OF ANALYSIS: INTERNATIONAL

Migration is a global phenomenon that has always occurred and has no boundaries. Migration needs to be governed as each country will have its own context and regulations. Migration remains a global challenge and European leaders are said to have historically embraced more ethnic than civil approaches to nationhood. However, immigration remains difficult to manage, as explained by Charles (2015, in Park, 2015).

It takes competitive leadership skills to be able to control and contain waves of migration which are emerging in the 21st century. The anatomy of leadership notes that character and abilities of inner strength are vital for leadership to be able to produce positive results in service delivery. This is not always the case, as in Greece where the situation of economic migrants is being manipulated by certain Greek officials (eNCA, 2016). that the minister does not want the migrants in his own country as he pounces on the first opportunity to get rid of migrants in the country, reliving himself of the pressures of having to deal with the migration issue.

In Africa leadership has treated migrants differently. For example, in Botswana migrants are expected to have legal documentation when staying for economic reasons and the Department of Immigration has not received negative media coverage or any extreme criticism as they deliver their services on time. Their leadership skills have proved to be accountable to the public as expected of leadership in accordance with the theory of the anatomy of leadership. Zimbabwe also welcomes migrants of all kinds

without persecution. This shows strong leadership qualities as they are able to contain foreigners within their borders and deliver services to them without neglecting their own population. In South Africa the leadership has proved itself unable to manage migration into the country as the services cannot be delivered equally amongst all residents. This leads to frustrated local citizens who blame migrants for their challenges.

6.11 CONCLUSION

Migration has become an increasing phenomenon around the world. Reasons for migration vary according to region and context. Each country has to deal with migration rules and legislation according to the changing environment of migration. South Africa has one of the world's leading economies, and this is a pull factor for migration. Therefore, the leadership has to be in a position to manage this amicably and accordingly as the migration status changes rapidly.

The researcher's intention was to determine the leadership challenges within the Department of Home Affairs through assessing the perceptions and experiences of Zimbabwean migrants. The study has established that the Department is indeed facing leadership challenges whereas the public is appealing to the leadership of the Department to make positive changes. Addressing racial discrimination against foreign migrants by the Home Affairs officials should be a top priority as this does not improve the reputation of the country. Furthermore, the migrants are often blamed for the problems.

The research was able to address the research questions through the findings in chapter four, which concluded that the Department of Home Affairs Immigration division faces leadership challenges that need attention.

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APPENDIX 1

QUESTIONS FOR INTERVIEW

PERSONAL INFORMATION

1. **AGE**
2. **GENDER**
3. **LEVEL OF EDUCATION**
4. **NUMBER OF YEARS LIVED IN SOUTH AFRICA**
5. **EMPLOYMENT STATUS…EMPLOYED OF UNEMPLOYED**
6. **TYPE OF PERMIT**
7. **HOME AFFAIRS HOME OFFICE USED.**

PERCEPTIONS.

1. Have you visited the Department of Hoe Affairs since your stay in the country?
2. If NO. Why and how are you surviving and what do you use for documentation?
3. If YES. What is your perception of service delivery at the Immigration division during the issuing of legal documents?
4. How would you assess the conduct of the Home Affairs officials who served you?
5. How Long did it take you to obtain legal documentation and was the timeframe within the stipulated period?.
6. What was your experience like during the waiting period before you obtained legal documents?
7. What are the leadership issues did you experience at the Department of Home Affairs?
8. What are your opinions concerning the leadership trends at the Department of Home Affairs Immigration Division?
9. What would you suggest for better service delivery at the Department of Home Affairs?

10. What are the leadership strategies that you can recommend for consideration in the provision of services in the Department of Home Affairs?