

WITS SCHOOL OF GOVERNANCE

MASTER OF PUBLIC AND DEVELOPMENT MANAGEMENT

**GOVERNANCE AND THE LEADERSHIP
CHALLENGES IN EMALAHLENI LOCAL
MUNICIPALITY**

by

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ABSTRACT

The aim of this study is to identify the main reasons for why there is poor leadership and poor service delivery in the Emalahleni Local Municipality. The study undertook a comprehensive review of related literature in order to enhance the knowledge gap within the concept of leadership and governance. This research adopted the qualitative research method as the research study deals with real-life social issues which involve the employees of Emalahleni Local Municipality and the residents of Emalahleni itself. Face-to-face interviews were conducted both in the Emalahleni Local Municipality and Emalahleni area to collect credible data for the study. In addition, the sample size considered for this study was ten participants who were interviewed for the study, five employees from the Emalahleni Local Municipality and five residents from the Emalahleni area.

The findings derived from the data collected reveal that the Emalahleni Local Municipality is struggling to provide good services to its citizens due to the poor leadership within the municipality. In addition, the employees of Emalahleni are not performing well in their respective jobs due to insufficient training and the fact that not everyone working for the municipality is employed based on merit, which contributes to a lack of capacity and poor service delivery.

The researcher makes recommendations which include appointing employees with the right skills and knowledge, developing and improving on the training programmes that already exist within the municipality, following the right leadership style to change and develop the municipality, and electing leaders who have the interests of the people at heart.

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CHAPTER ONE

INTRODUCTION AND BACKGROUND

1.1 INTRODUCTION

Leadership is a broad concept and can be defined as a process of influencing others in order to achieve set objectives in a working environment (Kumar and Sharma, 2013). In government, leadership has an important role, which is to develop the government organization by means of working closely with certain individuals within the organization to achieve a common goal or objective. Leaders aim to inspire as well as motivate the followers within the organization. In addition, leadership allows the ability of a superior to influence his/her subordinates to follow a certain way of doing things (Barnard, 1938). Leadership in government means the ability to direct the public servants in delivering good services to the public, the ability to know when service delivery is slow, and when service delivery needs to be improved to maintain the flexibility of providing good service delivery to the public.

Leadership in government also means trust, the ability to ensure that public servants as well as the civil society trust their leaders in government (Winston and Patterson, 2006). Therefore, leadership is vital as government need proper strategic planning and good management to succeed and for government to continue to provide for its citizens. With that said, government needs leaders who will not only represent their departments, but charismatic leaders who will lead with determination and commitment and be appropriate representatives of South Africa as a whole.

Because leadership is a broad term, leadership is used in almost all academic social studies to support most disciplines already being studied.

Although the concept of leadership is mostly studied in social sciences, leadership is applied in almost all disciplines (Benis and Nanus, 1997).

In addition, governance in government plays a significant role as the process of decision making and the process by which decisions are or not implemented takes place (UNESCAP, 2014) Therefore, decisions which the Emalahleni Local Municipality makes on behalf of the Emalahleni community are guided by the rules and policies that government makes for local government to follow. However, the Emalahleni Local Municipality is responsible for ensuring that the decisions which are made on behalf of the Emalahleni community are fair and beneficial.

For the purpose of this study, literature on leadership and governance will be examined to understand why there is poor leadership and governance in the Emalahleni Local Municipality. Furthermore, the following will be discussed: definition of important concepts for the study; important traits of leadership; important leadership styles; important leadership theories, and the importance of leadership in general. The following will be covered in this report:

- An introductory perspective to the research.
- What the research will be about.
- What methods and techniques the researcher intends to use and why the researcher selected those methods?
- What the researcher's intentions are with regard to the research study?

1.2 BACKGROUND TO THE STUDY

The Emalahleni Local Municipality, previously known as Witbank Local Municipality, is one of the oldest municipalities in the Mpumalanga province. In 1914 Witbank was established and became a Municipality in 1980. The name Witbank was Afrikaans and it meant "White Ridge", later

changed to Emalahleni in 2006. This new name means 'a place of coal' as this town is well known for its production in coal. Emalahleni Local Municipality experienced major challenges regarding lack of leadership and poor service delivery. As a result, the citizens of Emalahleni have complained about slow service delivery and lack of good leadership and governance from the Emalahleni Municipality and its public officials.

Residents of Emalahleni are challenged by the fact that they have to sometimes survive for days without water and electricity. This has become a challenge because their basic needs are not met. The residents complain that they pay all their rates at the municipality, but despite their loyalty, they receive bad services. This has led to some residents not paying their rates any longer as they feel that they are paying for services which are not provided to them.

In contrast, there are those residents who do not pay their rates for different reasons; some because they can't afford to pay the rates and others because they don't want to pay the rates. This does not, however, make it acceptable for the government to punish everyone including those paying their rates accordingly. People must have water to survive. Furthermore, people struggle to live without electricity because they have adjusted to the lifestyle whereby electricity is used in almost everything. However, the residents of Emalahleni do not enjoy these basic provisions due to poor governance.

The challenges around the provision of water and electricity has become a problem not only to the residents of Emalahleni, but also to business people who are trying to run a business. Business people sometimes lose on business and profit because there are times when electricity goes off for three to seven days and by that time most of the products that rely on electricity are spoiled. Not all traders dispose spoiled goods, and some traders still sell meat that has spoiled. This presents a health hazard. As

much as business people are responsible to sell quality products to their customers, it is also government's responsibility to ensure that basic needs such as water and electricity is available to the individuals who pay their bills accordingly.

Schools are also affected by the lack of water and electricity. Learners are sometimes forced to miss school as they are sent back home in cases where there is no water or electricity. Teachers send learners home as places like toilets are locked. Furthermore, most schools now rely on technology and most teachers use laptops and data projectors to present their lessons. If there is no electricity, the teachers give learners a free period which delays studies. This causes not only a delay in their studies, but bad results for learners. Furthermore, employers are challenged by the number of staff who take leave because of the lack of water and electricity. Employees who are affected by the water and electricity issue are unable to go to work because of several reasons, such as having to look after their children who couldn't go to school, no warm water to bath before going to work, or not having clean ironed clothes due to no water and electricity for a week. Such matters are regularly raised in community meetings by the residents who explain the negative impact that the lack of services has on them.

One of the questions posed in most of the community meetings is why there is an electricity problem because Emalahleni produces coal and thus electricity should be less of a problem, unlike other towns which do not produce coal. However, public representatives blame the residents who do not pay their monthly water and electricity bills. The community of Emalahleni believes that poor service delivery in Emalahleni is due to poor leadership and poor governance because the decisions made by the local government affects the progress of the community as the challenges faced are unbearable to the community.

1.3 PROBLEM STATEMENT

There is a lack of good leadership and governance at Emalahleni Local Municipality. The Emalahleni Local Municipality public officials are not adhering to the Batho Pele principles which are the guiding principles for all government officials. Furthermore, lack of accountability and transparency has led to poor service delivery and ineffective performance by public officials. As a result, for more than ten years the citizens of Emalahleni have experienced recurring water and electricity problems. Although government promised to deal with this issue some years ago, the problem has not been resolved. The citizens of Emalahleni argue that their leaders are not competent, hence the slow service delivery in Emalahleni.

The research highlights that poor leadership and governance is a contributing factor to poor service delivery. However, not enough research has been done explaining why the Emalahleni Local Municipality experiences poor service delivery and poor leadership. Therefore, the aim of the research is to understand the challenges of Emalahleni Local Municipality and to investigate why this problem has not been resolved after so many years.

1.4 PURPOSE STATEMENT

The purpose of this study is to understand why there is a lack of leadership and governance in Emalahleni Local Municipality. Furthermore, the purpose of the literature review is to understand the concept of leadership broadly. The aim of the research study is to provide enough information on leadership and how a leader is expected to behave, and how a leader should influence others. Theories on leadership will be examined to better understand the reasons for why the Emalahleni Local Municipality is failing to provide for its citizens.

1.5 RESEARCH QUESTIONS

The study aims to address the following major and sub-research questions:

1.5.1 Major research question

Why is poor leadership and governance the contributing factor to poor service delivery in Emalahleni Local Municipality?

1.5.2 Sub-research questions

- What are the factors leading to poor leadership and governance at Emalahleni Local Municipality?
- What are the factors contributing to slow service delivery at Emalahleni Local Municipality?
- Are the leadership styles and attributes followed at Emalahleni Local Municipality the reason for poor service delivery and poor leadership?
- Are the public officials at Emalahleni Local Municipality lacking efficiency, effectiveness, professionalism, and ethics?

1.6 RESEARCH OBJECTIVES.

The research aims to achieve the following:

- Identifying the leadership challenges faced by Emalahleni Local Municipality employees.
- Identifying the service delivery challenges faced by Emalahleni residents.
- Identifying the root cause of poor service delivery.
- Identifying the root cause of poor leadership and governance.

- Finding mechanisms and strategies to deal with the challenges faced both in Emalahleni Local Municipality and Emalahleni community itself.

1.7 SUMMARY

This chapter provided the background to the study. The problem of the study and purpose of the study was explained. In addition, the researcher formulated research questions to guide the research objectives for the study. The following chapter will present the literature review which will contribute to this study.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

This chapter aims to comprehensively review literature from a range of sources in order to enhance the concept of leadership in government and also to identify the knowledge gap that exists in leadership.

According to Bryman (2012), “A literature review is a systematic method for identifying, evaluating, and synthesizing the existing literature produced by researchers, scholars, and practitioners”. Furthermore, the literature review is work written by someone to make sense of existing knowledge and further to expand on that knowledge depending on what already exists on that specific literature.

Taffinder (2006) further defines leadership as the ability to influence employees to work hard and do things which they never thought they have potential of. This encourages employees to aim at achieving objectives which were set.

Leadership varies with circumstances, thus it can be viewed as dynamic. Globally “leaders are promoters of change and challengers” (Forte, 2014). Therefore, leaders in local government should not only be limited to lead its respective departments within the municipality, however, they should also lead by representing the community by means of taking into consideration the needs of the community, then go back to the municipality and evaluate how the challenges faced within the community can be resolved or attended to by the municipality itself.

Challenges faced in the community can be surmount if the community and the government work together, this can only be achieved if government is

willing to work with its community by means of taking the interests of the community to heart. This involves leaders from government making time to attend community meetings to hear what challenges are faced within the community, furthermore, to provide feasible mechanisms to tackle the challenges being faced. Also allowing the community to suggest possible solutions if available on how the challenges faced can be solved because sometimes the community have better solutions in improving the challenges within the community, however, because of ignorance by government those ideas to solve the problems ends up not being put to practical use and thus failure of improvement within the community occurs. Thus, if government work together with the community, greater results can be achieved because two heads put together is better than one as more solutions in improving the challenges faced are emphasised. Furthermore, if government is greatly involved within the community, decisions taken within the municipality will benefit both the community and the municipality as there will be a level of agreement whereby decisions which are made will be mutual. Furthermore, these decisions will not be questioned by the community as it will be mutual decisions.

This section will review the literature on leadership in Emalahleni Local Municipality. The literature attempts to understand both the international and local literature on leadership as a concept. Furthermore, this literature review will discuss the impact of various models and principles of leadership. Other related concepts such as accountability, transparency, service delivery, public participation, civil society and governance will be defined briefly to understand the background of the study. This section will discuss the main concepts of the study below.

2.2 IMPORTANT CONCEPTS FOR THE STUDY

The researcher discusses the concepts which are regarded important for this particular study as follows.

2.2.1 Leadership

Leadership can be defined as the ability to influence others in achieving a common goal. This means that a leader is someone who can convince others to believe in him/her by following instructions given to achieve a set goal. Leaders cannot lead themselves; however, a leader needs followers who will take instructions to perform certain tasks to achieve set goals. Thus one learns that a leader needs to inspire as well as be trusted in order for followers to carry out the orders that are given. The concept of leadership plays a vital role when looking at Emalahleni Local Municipality as there is a lack of leadership skills that contributes to slow service delivery. If good leadership exists, there will be better resolutions put in place to deal with the challenges that present themselves.

2.2.2 Management

There is some confusion between the terms “leadership” and “management” where people may think the two terms represent one concept; however, this is not true as both terms represent themselves in isolation of one another. There are similarities between “leadership” and “management”, e.g. both leaders and managers guide the employees in a direction which they think is good for the organization. However, while leadership is about influencing followers to achieve set goals, management is about order and consistency. Management is more task-orientated and leadership is more about change and movement. Unlike a leader who leads people to achieve a common goal, a manager act as a supervisor and assigns tasks to employees for the organization to achieve set goals.

2.2.3 Governance

Governance means focusing on the organization's purpose and on outcomes for the service users. Furthermore, good governance means performing effectively and efficiently in clearly defined functions and roles. In addition, good governance means promoting values for the whole organization and taking informed transparent decisions and managing any risks or challenges faced. Therefore, the main aim of good governance is to promote good service delivery and accountability as well as transparency (Fukuyama, 2013).

2.2.4 Public participation

Public participation in government means involving the citizens in government activities as a whole. This implies that the citizens have the right to participate in local meetings, to raise important issues affecting them, and also to advise government where possible on changes that need to be implemented within the society. Therefore, government is expected to involve the public in decision-making and problem-solving and make use of inputs received from the public. Public participation strengthens governance and deepens democracy (Buccus, Hemson, Hicks and Piper, 2007).

2.2.5 Accountability

The concept of accountability can be explained as being held responsible for one's actions. In government, accountability means that public officials have the obligation to account to their citizens by explaining the decisions that they have made and the actions that they have taken. Accountability is an important practice in government as the public should know who to engage if promised services are not delivered. Thus, accountability

creates a relationship between the citizens and their government (UNDP, 2010).

2.2.6 Transparency

In government terms, transparency means that government officials should be available and open to the public. Government should not hide anything from its citizens because through practicing transparency a better relationship is developed between government and its people. Transparency and accountability are the two most important characteristics of public officials to ensure professionalism and good ethics prevails in the civil society. Transparency in this context means access to government information and also the ability to access government information and to use that information to improve the society at large (Ginsberg, Carey, Halchin and Keegan, 2012).

2.2.7 Ethics

Ethics are the good values and morals practiced by an individual. They serve as good principles which govern an individual's behaviour. According to the Batho Pele principles, government officials must be ethical as they present themselves in the eyes of the public, thus they are expected to be honest and have integrity at all times. Ethics are the guiding principles of how one should act as a professional and direct how one should behave in a professional environment such as in government. It is important for all government officials to have good ethics as they represent the government at large (Somers, 2001). Implementing the above concepts will benefit the Emalahleni Local Municipality if practiced well.

The traits and attributes of leadership are explained in more detail below.

2.3 TRAITS AND ATTRIBUTES OF LEADERSHIP

Leaders are expected to demonstrate certain characteristics and qualities for their followers. These qualities and characteristics are what define the kind of a leader an individual is. These characteristics and qualities influence the kind of respect that a leader will be given. The following are some of the leadership traits and attributes applied in most successful Local Municipalities, both internationally and locally.

2.3.1 Transactional leadership

Transactional leaders are those that motivate as well as inspire followers by giving them a vision of what is to be achieved in the future. These kinds of leaders give the followers a reason to work hard, willingly and passionately with their desired goals and objectives in mind. Furthermore, followers are able to change their ways of thinking to a positive manner as they want to see change within the organization (Northouse, 2007).

2.3.2 Organizational leadership

This kind of model looks at the organization as the key element of leadership. Here the society plays a significant role as the organization needs to have a good leader who will serve society's needs. This kind of model promotes team work which involves the leader working hard in a team aiming for the best results on behalf of the organization. This has the interests of the organization as well as the interests of the society in mind (Northouse, 2007). This leader needs to be trusted by both the organization and its community, as he/she will be making decisions on behalf of the society and organization as a whole. Therefore, this kind of a leader should not only perform for him/herself, but acknowledge that other parties are involved before making a decision. Such a leader should put

the interests of the people at the centre of all decision-making processes (Northouse, 2007).

2.4 LEADERSHIP STYLES

Leadership is about leading others in return for development. According to Van Wagner (2008), not everyone is born a leader; some are natural leaders, whereas some leaders have to learn to become leaders. Natural leaders have a responsibility to teach those who are learning leadership about the important principles of being a successful leader. Furthermore, existing organizational leaders have a duty to share with those developing leaders the importance of good ethics, values, integrity, transparency and accountability. Training and development should be afforded to emerging and future leaders (Thomas, 2004). In addition, developing leaders should be willing to learn as well as practice their roles as new leaders within the organization (Antonacopoulou and Bento, 2003). It is therefore important to note that leaders are not the same, and certain leaders respond differently to different situations. The different leadership styles are explained below.

2.4.1 Autocratic leadership

This type of leadership isolates the relationship between the leader and his/her followers as this kind of leader makes his/her own decisions without being transparent and without allowing any input from his/her followers. This type of leadership limits flexibility because the decisions made are autocratic and only allow the leader in charge to make his/her own final decision without input from others. This kind of leadership can make it difficult for an organisation to progress as all decisions are based on the leader responsible with limited space for other views unless the leader seeks advice which is seldom.

2.4.2 Democratic leadership

This type of leadership is flexible and allows the leader to have a good relationship with his/her followers as decisions are discussed before being made final. There is an element of democracy and fairness because the other person's opinion is more valued here and taken into consideration. Furthermore, this type of leadership is practiced in most countries such as South Africa and the United States where better decisions are made collectively with the opinions of others included. This type of leadership is important for the study as it invites participation in finding ways to improve service delivery.

2.4.3 Bureaucratic leadership

This type of leadership limits flexibility as everything is according to directives. All decisions are made with reference to protocols, such as the organisation's guiding manual, policies and procedures. This leadership sometimes limits staff members who remain unsure as to what is expected of them because they lack direction. The staff may struggle to understand the procedures and roles, and thus the decision-making process is delayed because of confusion.

2.4.4 *Laissez-faire* leadership

This type of leadership allows the employees to work more as the manager allows the employees to make decisions and do most of the work themselves. This type of leadership is an advantage to the employees as it gives them more experience, exposure, and acknowledges skills and knowledge of other employees. However, this type of leadership can also be a disadvantage if management is not adequately skilled and experienced as they may delegate all their duties to subordinates.

2.5 CONCEPTUAL FRAMEWORK FOR THE STUDY

Below is the conceptual framework which is suggested as being appropriate for Emalahleni Local Municipality.

2.5.1 Transformational leadership

Transformational leadership focuses on change within the organization. This includes change in development, change in performance, change in service delivery, amongst others. According to Maurik (2001), transformational theory is similar to organizational theory, but transformational leadership requires the individual to inspire as well as motivate. Furthermore, transformational leadership is not only strong in inspiring followers and making good changes within the organizational environment, but this model seeks to aim high and plan for long term goals which will benefit the future development of the organization. In a study in the United Kingdom, transformational leadership was found to be the most significant model and appeared to be ethical as the practice of this model valued the integrity and well-being of others (Alimo-Metcalfe and Alban-Metcalfe, 2005). Higgs (2005) adds that the transformational model is the leading approach to studying leadership. This type of leadership is unique as it is challenging to teach, but remains an important concept. It requires someone with the necessary skills and ability to teach other individuals.

All leadership theories and leadership styles are important, but for the purpose of this study transformational leadership is considered the most important and relevant theory to utilise and is therefore recommended for the Emalahleni Local Municipality.

2.6 BATHO PELE PRINCIPLES

The Batho Pele principles play a vital role in the transformation of all public services. The Batho Pele principles meaning “People First” are the driving force for better service delivery in all government sectors. These principals have been implemented to transform the public sector to provide better services for citizens. This approach tries to get public servants to commit to serving people and find better ways to improve service delivery. This approach further encourages the public to be part of government by being involved in all the activities of government.

Although the Batho Pele principles are well known within the public sector, not everyone working for government implements these principles, hence the emphasis is on reminding and encouraging public officials to practice these principles as they develop employees’ approaches in working with the public, since one of the most important characteristics of being a leader is having the ability to communicate well with the people one is serving.

The Batho Pele principles are used to encourage Emalahleni Local Municipality to practically apply all the principles in order to improve service delivery. The principles are consultation, service standards, redress, access, courtesy, information, value for money, and transparency.

2.7 GOVERNANCE

Governance plays an important role in the public sector as the process of decision-making and implementation takes place. There are also certain important principles which accompany governance in the public sector in order for progress to happen. These principles are explained further below.

2.7.1 Accountability

Accountability in government means being able to take the blame for the set goals/objectives which have not been met. Emalahleni Local Municipality in this case is held accountable for poor service delivery as the residents of Emalahleni have suffered for more than ten years through a lack of services which were promised to them. The Emalahleni Local Municipality is accountable for the consequences of the services which were not delivered, and there is the expectation that they should accept responsibility for their lack of delivery. The leaders of Emalahleni are the representatives of the Municipality and thus should ensure that objectives which are not met such as the water and electricity problem, are dealt with as soon as a solution is found to avoid continuation of the same problem existing.

2.7.2 Transparency

Government should act in a transparent manner at all times to ensure that citizens understand why decisions were made and what led to those decisions being made. Transparency allows room for the public to question certain decisions and also gives a clearer understanding of why certain decisions were made, and the reasons that informed them.

2.7.3 Rule of Law

Because decisions are dependent on the legislation and should be within the powers of council, decisions should not be made without considering the policies and laws of the government regarding certain issues. Proper reference should be made before taking any final decisions to ensure that decisions taken are compliant with existing legislation.

2.7.4 Participatory

Good governance does not only happen internally where decisions are taken without consulting the public, but the public/citizens should have a voice in the decisions which are made within government. This can happen if the public is involved in community meetings where certain issues affecting the citizens are raised. It can also happen if government consults with the citizens about the decisions that are being planned to be implemented and seek guidance from the citizens if the decisions to be taken will affect or benefit them at all. Therefore, public participation is very important in the decision-making process as more input can be obtained from the public if government enables public discussion.

2.7.5 Effectiveness and efficiency

Government should make decisions that are realistic so that set objectives are met. These decisions should be effective and efficient. Therefore, government should provide the right resources and team of employees who are willing to make an additional effort in delivering services which will benefit both the government and the public positively.

It is apparent that bad governance exists when the required services are not delivered to the people. This suggests, amongst other reasons, that proper decisions were not made, or not enough was done in fulfilling the needs of the people. In contrast, good governance is possible if government works together with the public in ensuring that proper decisions are made and that the standard of services provided to the public is satisfactory.

2.8 SUMMARY

From the above discussion, it is learned that leadership is the most important concept which can either build or destroy an organization. It is the responsibility of government and its respective departments to choose the right individuals with the right leadership styles in order to meet one of the main objectives of government, which is to provide for its citizens. This can be ensured by means of evaluating and monitoring staff and employing public officials based on merits and not on nepotism. Furthermore, public officials should have a passion for the job; this should include a good relationship with the public and willingness to sacrifice one's time to meet the needs of the people. In addition, governance has a very important role, which is to ensure that all decisions made will benefit both the government and the public, and most importantly that the right quality services will be delivered to the public.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 INTRODUCTION

This chapter examines the methods which the researcher has used to collect data and provides an overview of the research methodology employed to conduct the research as well as the research process, including both data collection and data analysis. It provides the rationale for the choice of a qualitative research strategy in addressing the identified research questions and examines the epistemological and ontological underpinnings of such a strategy. It further provides a rationale for, and description of, the research design, research method and research procedure, linked to the research purpose and research questions. The main concepts relating to the data analysis are discussed below.

3.2 RESEARCH DESIGN

Two main types of research strategy are available to researchers in investigating social phenomena such as leadership and governance in government, namely quantitative research strategy and qualitative research strategy. A third type of research strategy is known as mixed methods, which involves a combination of both the quantitative and qualitative methods; this method can also be used but not for this particular study as the focus here will only be based on qualitative research strategy. Qualitative research entails data collection and analysis based on words (Bryman, 2012).

3.3 DATA COLLECTION METHODS AND ANALYSIS

The research method used in this study was semi-structured interviews. Semi-structure interviews were used because they are more flexible as the interviewer is able to probe questions to get to desired answers. Furthermore, this kind of data collection method improves research as more information is discovered. For the purpose of this research report, semi-structured interviews have been conducted.

The researcher also conducted a pilot experiment before finalising the research questions to test whether or not all participants were able to answer the research questions. The experiment was successful as the researcher tested with a few participants and was able to amend the questions to collect all desired answers from the participants during the final interviews. Moreover, the study followed certain ethical considerations which required permission being given by the participants to record interviews. The interviewer was expected to keep the information collected from the participant confidential and to ensure the participants' anonymity for the sake of confidentiality.

The researcher has conducted the research at the Emalahleni Local Municipality. Public officials from the lower level to the higher level of the hierarchy were interviewed. This assisted the study to be stable as the researcher was able to understand whether the problems faced arose from the top or bottom of the hierarchy.

3.4 SAMPLING

“Sampling refers to the selection of a segment of a population from which the respondents of the research will come” (Bryman, 2012). This research will adopt the Theoretical Sampling Method. This sampling method fits well with the research study as more evidence relies on the theory already

developed by other authors. In addition, interviews were conducted through non-probability sampling which has adopted purposive sampling that aims to select the most appropriate participants from which the required information for the study was collected.

The most appropriate participants for this study included public officials working for Emalahleni Local Municipality and residents living in Emalahleni neighbourhood. These participants were considered reliable as they have all the desired answers that the study is seeking, and using one-on-one interviews the researcher was able to arrive at a strong conclusion for the study. The researcher had an alternative plan in case it was impossible to have face-to-face interviews which would have involved e-mailing the respondents questionnaire to answer and e-mail back. The disadvantage of this data collection method would have taken time for respondents to e-mail back, or respondents would have not e-mailed back at all as some individuals don't like reading their e-mails, thus this alternative mechanism although it sometimes work, it also has its limitation.

For this study the researcher interviewed ten people, including five public servants working for the municipality and five residents living in Emalahleni. Through semi-structured interviews more data was discovered and this gave the study greater weight.

3.5 DATA ANALYSIS AND INTERPRETATION

Because interviews can be unpredictable, the researcher used a tape recorder to record everything, as it is usually difficult to note everything down during an interview session. The researcher had to; however, follow the right procedures which included ethical considerations. The researcher had to ask permission to record all the respondents. Some did not like the idea at first, but after the researcher assured the participants that their

identity will be kept anonymous as these interviews were strictly for the purpose of the study, the participants felt more comfortable. The tape recorder played a vital role as the researcher was able to later analyse the data and interpret it accordingly. Listening to the tone of the respondents assisted the researcher to draw conclusions about how the issue at hand affected each respondent. Furthermore, recording the interviews also assisted the researcher to analyse and interpret in detail. In addition, the researcher was able to transcribe and code everything recorded after the interview in order to compile an accurate report for the study.

3.6 VALIDITY, RELIABILITY AND ETHICS

Validity refers to “how congruent the findings of a research are with reality and the extent to which they can be applied to other situations”. In comparison, reliability refers to “the extent to which the findings can be found again i.e. consistency” (Merriam, 1995).

The validity of this study looked at different theoretical frameworks included in the study, and concluded by analysing every one of them. The practice of data triangulation was applied by using multiple data collection methods such as semi-structured interviews and having multiple sources of data through primary data from the interviews and secondary data from publications (Merriam, 1995). Furthermore, the reliability of this study examined the responses collected from the participants in the study and derived conclusions from that as well. The reliability of this study was further enhanced through data triangulation (Merriam, 1995).

3.7 SIGNIFICANCE OF THE STUDY

This study was important because the researcher was able to establish why Emalahleni Local Municipality is failing to deliver services to its

citizens. The researcher made recommendations regarding better leadership styles and attributes followed at successful Local Municipalities that Emalahleni Local Municipality could utilise to improve using its leadership styles and attributes.

The aim of this study was to understand the main reason for poor governance, inadequate leadership and poor service delivery in Emalahleni Local Municipality and to suggest alternative mechanisms that can improve both service delivery and leadership in Emalahleni Local Municipality.

3.8 LIMITATIONS OF THE STUDY

Data analysis in a qualitative study is normally time consuming as there are other factors which need to be taken into consideration before analysing and interpreting data. These factors include transcribing every recorded interview which took longer than expected as the researcher needed to be accurate in everything transcribed. In qualitative research, it generally takes more time to collect data as compared to quantitative research whereby one can make use of surveys which are quicker to answer as compared to qualitative research where one needs to collect information and then transcribe and code. The researcher interviewed 10 participants (five employees and five residents) from Emalahleni.

Furthermore, because the research is easily influenced by the researcher, the study might be limited to the researcher's opinion as the researcher might be biased in whatever she has collected to suit her own personal views. The researcher tried to be as professional and as ethical as possible in compiling this research study.

3.9 ETHICAL CONSIDERATIONS

The researcher had to assure all participants that the information will be kept confidential. In compiling the final research report, the researcher used pseudonyms to protect the identity of the participants. In addition, it was the researcher's responsibility to ensure that the information collected from the participants is used for this particular study only. Moreover, because the researcher used a tape recorder during her interviews, the participants were informed in advance and gave full consent for the researcher to record them. Had the participants disapproved of being recorded, the researcher would have respected their wish and not recorded them, but taken notes for referencing instead.

A consent form together with a letter from the University of the Witwatersrand confirming that the researcher was a registered Masters student at the Wits School of Governance was issued to all the participants before they started with each interview as proof that the researcher was following correct and lawful procedures

3.10 TIME-FRAME

Because the research report required the researcher to read more about governance, leadership and service delivery around the world, the researcher conducted interviews for better insight and understanding before reaching a conclusion. The researcher completed the work in four months.

3.11 FINDINGS AND RECOMMENDATIONS

The researcher derived the findings after conducting the interviews. Furthermore, the researcher made recommendations which can assist the Emalahleni Local Municipality to deal with the challenges it encounters.

3.12 DISCUSSION AND CONCLUSIONS

The aim of this chapter was to explain how the researcher intended to undertake the research. The researcher used the research proposal as a guideline for the final product and followed the proposed plan until the completion of the final research report. This included the following:

- An introductory perspective to the research.
- What the research was about.
- What methods and techniques the researcher used and why the researcher used those methods.
- What the researcher's intentions were with the research study.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS, INTERPRETATION AND DISCUSSION

4.1 INTRODUCTION

This chapter presents the data collected from Emalahleni Local Municipality. The researcher presented, analysed, interpreted and discussed the data collected. The researcher interviewed employees of Emalahleni Local Municipality and residents of Emalahleni Local Municipality. This was done in order to obtain reliable data. The aim of this chapter is to understand the reasons for poor leadership and governance in Emalahleni Local Municipality and why services are not adequate in Emalahleni Local Municipality as expressed by employees and residents of Emalahleni.

4.1.1 Research questions

This study sought to address the following research questions as outlined in the interview schedule guide (Appendix 1):

- What are the factors leading to poor leadership and poor governance in Emalahleni Local Municipality?
- What are the factors contributing to slow service delivery in Emalahleni Local Municipality?
- Are the leadership styles and attributes followed in Emalahleni Local Municipality the reason for poor service delivery and poor leadership?
- Are the public officials in Emalahleni Local Municipality lacking in efficiency, effectiveness, professionalism and ethics?

4.2 INTERACTION WITH THE PARTICIPANTS

The researcher commenced with interviews at Emalahleni Local Municipality in December 2015. The researcher interviewed five employees from the Municipality ranging from the lower management to the top management of the hierarchy as well as five residents from the town of Emalahleni. The aim of the researcher was to ensure validity and reliability of data collected from both parties, being residents of Emalahleni and employees of Emalahleni Local Municipality. During the interviews the researcher interviewed four females from the neighbourhood of Emalahleni and four females working for the Municipality of Emalahleni. Only one male was interviewed as a resident of Emalahleni and only one male was interviewed as an employee of Emalahleni Municipality. The reason for this was that the ratio of females was higher than that of males at Emalahleni. The researcher ensured that consent forms were provided and explained to the participants that she was a researcher and that the data collected would be used for the purpose of the study. The consent form is attached as Appendix 3.

After the interviews were conducted the researcher transcribed and coded the data. The transcription is attached as Appendix 4 and the coding is attached as Appendix 5. Themes and sub-themes emerged in the process and are discussed below.

4.3 THEMES

During the interviews the researcher realised that poor leadership and governance was accompanied by other service delivery and management challenges which are mentioned in the themes which emerged during the data analysis process.

These challenges are included in the study to give the reader an understanding of why there is poor leadership and governance in the Emalahleni Local Municipality.

These additional challenges at Emalahleni Local Municipality are an indication that poor leadership and governance in Emalahleni Local Municipality contributes to the slow service delivery which is experienced in Emalahleni.

The themes that emerged during the data analysis process are outlined in Table 1 below.

Table 1: Research Themes

<u>EMERGED THEMES</u>	<u>SUB-THEMES</u>
1. Leadership Styles	• Transformational leadership • Autocratic leadership • Democratic leadership
2. Employment	• Training programmes • Work experience • Work satisfaction • Change and development • Performance management
3. Service delivery	• Value for money • Health risks • Empty promises • Personal experience
4. Professionalism	• Ethics • Political influence • Communication • Skills and knowledge • Nepotism • Abuse of power

The themes that emerged are presented above and are discussed below and supported by evidence from the interviews collected from the Emalahleni Local Municipality and Emalahleni town. The findings are analysed and interpreted in chapter 5.

4.3.1 Leadership styles

Leadership styles are a guiding tool to assist government institutions to adopt a certain way of doing things. It is thus important for leaders to follow the right leadership styles to achieve a better outcome within their respective institutions. Three sub-themes were identified under the theme

of leadership styles, namely transformational leadership, autocratic leadership and democratic leadership. The three sub-themes are discussed below with examples from the interviews that took place at Emalahleni.

4.3.1.1 Transformational leadership

Transformational leadership looks at change and development within the institution. Leaders are expected to encourage employees to work hard in order to meet the public's needs. Leaders are expected to lead with integrity and efficiency. Good governance is expected in order for change and development to occur. Thus decisions which are made within the municipality should be decisions which contributes to the growth of the municipality and community.

According to Respondent 2 (line 258-262), "I'd say our municipality it's a transformative one and judging about the leaders that we have they are strong willed people even though as I said that people are not the same there are those who are lagging behind and there are those who are fully committed yes so they want transformation and there are those who are driven so much by transformation."

Respondent 2 explains that the Emalahleni Local Municipality follows the transformative leadership style; however, the reason why there is slow service delivery is because leaders are not the same. Some leaders are not complying while others are. It is therefore learned that not everyone is adhering to this leadership style and hence the imbalance between the leaders because some leaders are doing well while others are not. This has a bad impact on the Municipality because for consistency to develop, a team of employees must work towards the same goal in order to achieve the desired objective.

In contrast Respondents 4 and 5 seem to have a different opinion concerning the kind of leadership style followed at this municipality.

“There is no leadership style everybody is running the municipality the way they want to run it. It’s okay we can just say that it’s a laissez faire then it would be much better because we have a leadership style but as you can pin point what they are doing no you won’t”. Respondent 4 (line 281-284)

Respondent 5 (line 286-287) observed that,

“Everyone seems to be doing what they think is right not all policies are followed thus I can’t really comment on the leadership style followed”.

The transformative leadership style is considered a good style to follow, although the contrasts indicate that the municipality follows more than one style which makes it difficult to attain consistency because employees are not sure or rather don’t know the kind of leadership style they follow within the municipality. This gives rise to the challenge of leaders doing as they please.

4.3.1.2 Autocratic leadership

This leadership style isolates the opinion of others as the leader in charge makes decisions which he/she thinks will benefit the organization as a whole. This leadership style is not supported in most organizations because it is a biased leadership style where no one is allowed to advise the leader. Sometimes the leader makes drastic decisions which might affect the organization negatively. Zimbabwe is an example of an autocratic leadership style whereby the leader of the country makes decisions without considering the opinions of others (ZCNS, 2009).

According to Respondent 10 (line 908-910), “And I think the leadership style should improve because it seems like it is not democratic but autocratic because our opinions are not considered”.

Respondent 10 thinks that the Emalahleni Local Municipality is making decisions without involving the community, and this can be seen as autocratic leadership because the community's opinion is not considered in this case.

The community plays an important role in decision-making because they experience the daily challenges of poor service delivery, so if the community is isolated from the decision-making process, the municipality will struggle to improve as government will not be aware of which services they need to prioritise for improvement.

4.3.1.3 Democratic leadership

Democratic leadership is the kind of leadership that involves everyone in the decision-making process. This involves the employees of the organization, the community, and the leader himself/herself. This type of leadership allows people's voices to be heard and assists the Municipality to know what to improve on and which services to render to their people. If the Emalahleni Local Municipality can be democratic in all decisions made, good governance and better service delivery can be achieved with the interests of the people at heart. The challenge is encountered when the Municipality ignores the opinions and suggestions of the community as the people who experience the social issues and challenges which affect their daily lives.

Respondent 2 (line 373-381) explains that there is transparency within the municipality; thus they are following a democratic leadership style because the municipality is able to make decisions with the input received from the people.

“Definitely we are - we are transparent to the community I will say like we have ‘izimbizo’ where the community is we have councillors

they are representatives of the community they are part of all the structures within the Emalahleni they are the ones who are supposed to tell but {laughs} funny enough the community knows so much about the municipality that even us as the employees are not even aware so that simply means that there is that transparency yes yes yes to me I usually say that there is so much transparency in this government that even the person that you have never thought they would know this such of thing they will come in and tell you that oh that's very interesting."

4.3.2. Employment

Employment is a key function of the human resources division in any organization. Employing the right people with the right qualifications, skills, and knowledge is a critical factor to consider when employing new staff.

The challenge that most organisations face is the fact that people are no longer employed based on merits but on nepotism. This is a serious challenge as people who are given good jobs lack the necessary expertise. This is why most organizations fail to deliver quality services to their citizens because the wrong people who are employed through non-compliant processes are put into leadership positions.

According to Respondent 8 (line 892-899),

"The first thing you must employ a good municipal manager it's very important because that manager is going to employ people who are capable then those capable people must be held accountable for. You must have measures in place that is going to monitor their progress even if it includes like performance management kind of thing that they are monitored and motivated actually to service the people because what I've seen with South Africans the spirit of

Ubuntu is dead and actually people don't want to service other people even with their jobs they don't want to do their jobs"

Respondent 2 explains that for improvement to happen at Emalahleni Local Municipality, the right people with the right qualification and passion for the job should be considered for employment.

"Make sure when we appoint people that we appoint people who have the interests of the people at heart people who are really ready to serve the community because if a person is not ready to serve the community I don't think that we going to change much the change that I can really bring about is to make sure that we appoint the correct people at the correct time for the correct positions that will take the municipality far." Respondent 2 (line 455-460).

This theme will discuss in more detail the five sub-themes, namely training programmes, work experience, work satisfaction, change and development, and performance management.

4.3.2.1 Training programs

Although individuals attend tertiary institutions to become qualified for a certain job, it is important for employers to have training programmes to enhance the skills needed in the workplace to improve efficiency and effectiveness of new employees. For this reason, if all the Emalahleni Local Municipality employees are fully qualified and fully trained for their respective jobs, then service delivery will be achieved successfully. Leadership will improve and good governance will be assured. It is the responsibility of the leaders in Emalahleni Local Municipality to ensure that these programmes are available in order to improve skills and knowledge in the municipality and in order to witness positive change in the municipality.

According to Respondent 2 (line 214) “A lot as I said we are in training we do a lot of training”. In contrast, respondent 10 (line 907-908) observed that, “The municipality should send the employees to training to improve efficiency, effectiveness, professionalism, and ethics within the workplace”.

Training employees to improve in their respective departments is important, according to Respondents 2 and 10. According to Respondent 10, training is not enough at Emalahleni Local Municipality as employees still lack the necessary skills and knowledge to improve on service delivery. Therefore, the municipality should find better mechanisms to enhance training of employees. Furthermore, these training workshops should include all relevant Municipal leaders in order for leaders to lead employees in the right direction, which will benefit both the Municipality and the community of Emalahleni.

4.3.2.2 Work experience

Employees of Emalahleni Local Municipality have expressed their working experience as both challenging and a learning curve as the Municipality is transforming to a better Municipality. The challenges raised included the on-going issue of water and electricity, poor leadership and governance, and lack of professionalism and ethics within the workplace.

According to Respondent 5 (line 109-113), “let me give you an example somebody may say the roads in Emalahleni are at a very bad state. I joined the municipality in 1999 and I worked on roads and by that time with the predictions that I had made I told them that if the municipality goes on with the same budget or lesser with the same number of personal or lesser the road will deteriorate today they are at that stage”.

Based on this example, there are leaders who are negligent and under-capacitated. Slow service delivery at this municipality will take time to be

addressed, because issues that are identified as a future risk are ignored. Alternative short-term solutions are used in place of longer term solutions and this contributes to the challenges that must be addressed. For example, according to Respondent 5 (line 530-548),

“in the last twenty years the population has grown by two hundred percent we were about hundred thousand, now we are about three hundred thousand something and there’s not a new electrical power station there’s not a new water source so you are still sourcing water from where you used to source 20 years ago you are sourcing water from a dam and your obstruction license is one hundred and ten mega litres but your demand is one hundred and forty mega litres so with that and you are to serve a community which is increasing on a day to day basis we supposed to be creating networks if the people who are out there maybe at Zone 14 they can all be situated around the dam then it will be easier for you to feed them you just take a small line from the dam to here now you have to take from the dam to somewhere where you store it from where you store it to the next one the pipe that takes it from here to there it burst it rust it does whatever its pressured its cordate inside it lessens the amount of water that needs to go through by the time it supposed to reach there its either the water is not clean because of the corroding inside or either pressure is small inside because it went feeding the others on the way and even the electricity as well we’ve been waiting for the Doorenpoort to be upgraded it is not upgraded so people are now buying their own generators buying for backup buying or putting boreholes or jojo tanks for secondary water”

In comparison, Respondent 3 (line 497-505) explains that,

“I’d say yes there have been electricity and water problems in the municipal jurisdictions I think one of the contributing factors would be our infrastructure we have very old infrastructure and one of the challenges that we identified like you remember like I was talking about controls about what controls is management putting to make sure so you’d find that there is no plan to make sure that this pipe is supposed to last us five years

during this five years we don't do anything to ensure that by the end of the useful life of this pipe are we buying a new one or are we replacing it so you know there are those things to say okay so that is why we having these problems of electricity the main problem is infrastructure”.

4.3.2.3 Work satisfaction

Employees at Emalahleni Local Municipality held different views concerning their work satisfaction. Most of the employees said that they were satisfied working for the municipality. Below are some of the comments made with regard to work satisfaction by the employees:

“Yes I am happy because uhm I have been promoted as I have been a student here then I am uhm now a HR secretary”
Respondent 1 (line 30-31).

“Very happy, what makes me very happy is that we deal with the community on a daily basis and the most interesting thing is that we make sure that the members of the community leave your office with a smile getting help even if I cannot help them immediately but I can try and ask someone else to assist them so what makes me happy is the direct impact that we them have on the people”
Respondent 2 (line 33-37).

“I am happy, I am I think eh hh eh hh like okay you’ve mentioned before ukuthi (that) it’s not easy to get a job into local government but once you are inside opportunities for growth akhonawona (are there)” Respondent 3 (line 39-41).

“Yes... {giggles} uhm happy means I know what I am doing I have a job description and uhm I’m not measured as per performance

management but I do know what I'm supposed to do" Respondent 4 (line 43-45).

"Well 60/40 60 happy 40 not well for me the environment okay well the concept of municipality and the key performance indicators the deliverables that the municipality would like to do to the community is what keeps me going but the systems the municipalities are the ones which are disabling a person to be able to achieve fully what we would like to achieve what we would like to achieve yah but then I achieved that the 60 makes me happy yah but the 40 not." Respondent 5 (line 47-52).

Being satisfied at work is important because it is difficult for an organisation to progress well if the employees are unhappy. It was learned that the employees at Emalahleni are happy working for the municipality. Although their reasons differ, where some are happy because of the promotions they get, some because of the fact that they understand and enjoy their job description, the fact that employees are happy is an indication that they are willing to improve the situation if given the opportunity. Furthermore, the fact that employees are happy is an indication that some leaders at Emalahleni are doing their jobs well and are good leaders because they are ensuring that their team of employees are happy, thereby improving on productivity.

4.3.2.4 Change and development

Change and development is needed in any organization. This allows for growth to occur and improves the organisation for the better. Change and development contributes to the success or failure of the organization. Leadership plays a significant role in this regard because if the leader is determined and dedicated, then the organization is guaranteed to change

and progress as staff members will be encouraged by their respective leaders to deliver good services to the community.

Concerns were expressed by some employees:

“I don’t think they are effective, I don’t think they are effective because the same, the same mistakes they happen each and every time to a point when sometimes you go to a strategic planning you are going to talk the same thing that you said last year you don’t go there for reviewing and for putting forward a better systems or even a way of working so to me I don’t think I don’t think really it’s progressive. Yah yah there must be a serious change in the leadership approach” Respondent 5 (line 184-189).

“I’d say for mina since ngi (for me) I’ve started working here the okay the challenges were still there you know like okay uhm I think it’s something that over the years it continues to to get worse instead of getting better” Respondent 3 (line 96-98).

“I don’t think that we going to change much the change that I can really bring about is to make sure that we appoint the correct people at the correct time for the correct positions that will take the municipality far” Respondent 2 (line 457-460).

“I think you know we used to have this other lady who was a manager here she was the acting municipal manager she was so committed she knew that people are not committed but she was so committed to such an extent that we started feeling that we must start moving she made us stand up she didn’t make us walk but at least we stood up unfortunately she left and we sat down again {giggles}. We’ve been sitting for so long so for you to make me stand up I must see that you have stood up and that you are running before I can even attempt to stand up. Yah we’ve been

sitting for quite too long I always say that if I were to be appointed as a municipal manager I would have been left with only ten percent of the municipal employees who are still working all these other ones would get their letters.” Respondent 4 (line 507-516).

4.3.2.5 Performance management

Proper performance management leads to quality employees. Performance management is necessary in an organization as employee competencies are monitored and rated according to their performance at work. No one wants to be seen as the weakest employee, and if performance management is implemented well by leaders in Emalahleni Local Municipality, there will be more employees performing well in their respective divisions, and this this will improve service delivery. As explained by Respondent 4 (line 44-45):

“I’m not measured as per the performance management but I do know what I’m supposed to do”

The above statement raises an issue of concern because there is a lack of monitoring and evaluation taking place here. The employee might be thinking that he/she is performing to expectation whilst he/she is actually not. However, if there is proper performance management implemented, there will be guidance given to deliver accurate feedback and quality services to the people. Furthermore, according to Respondent 4 (line 100-106),

“Uhm I think the only problem with that is that most of us we don’t take our jobs seriously uhm there is that entitlement mentality that I must get this because I am related so whoever so it’s not like and uhm it’s not like you look for a job with uhm passion and so most people they just get their jobs and these people they just get promotions so because of the lack of performance management it’s one of the problems that we are facing now these are the

consequences of not having performance management in the workplace.”

4.3.3 Service delivery

The residents of Emalahleni have expressed their grievances about the poor quality of service delivery they receive from the municipality. Unfortunately the residents are not happy about the quality of services rendered to them. The biggest challenge faced relates to the provision of water and electricity where problems have been experienced for more than ten years. Residents believe that the municipality continues to make empty promises and does not deliver on them. Residents claim to have been raising the issue of water and electricity in local council meetings but with no improvement whatsoever. Furthermore, in situations of crisis they call the councillor and municipality or personally go to the municipality. “They are always promising to address the problems but the problems are never addressed” Respondent 7 (line 773-774).

It is of great concern to know that Emalahleni is a place where coal is mined but electricity provision remains a serious challenge. There are qualified individuals in both mining and electrical engineering without jobs. If government can start employing such qualified people with the right expertise and skills this could result in improvements in the provision of water and electricity.

During the interviews the researcher learned that the residents of Emalahleni not only experience water and electricity challenges, but that other issues are also of concern. These include:

“Frequent sewerage spills”.

“Continued struggle with potholes”.

“The level of quality of water is also a concern”.

“Ageing infrastructure creates many problems such as bursting pipes of water”.

“Poor workmanship of RDP houses makes people unhappy especially during the heavy rainfalls e.g. roofs being blown away and cracks of the walls”. Respondent 10 (line 666-671).

Many residents believe that the municipality is inefficient and ineffective. Respondent 7 noted that some of the problems are caused by a lack of supervision when the potholes are being fixed hence the continuous problems faced with the damaged roads which causes accidents and which are uncomfortable to drive on.

“Our municipality is inefficient service delivery is poor even if let me say even if they are correcting the potholes there are no supervisions or monitoring on the person who’s doing the job so the person doing the job is not doing things correctly. So you find that after two or three weeks the very same problem rises. It’s not fixed properly the material is not up to standard. People who are doing the job themselves we are doubting them because they not doing them correctly”. Respondent 7 (line 801-806).

This theme will examine the following four sub-themes, namely value for money, health risks, empty promises, and personal experience.

4.3.3.1 Value for money

The residents of Emalahleni have the right to receive good quality services which they pay for. Government should deliver good services which are cost-effective and efficient. Furthermore, government should not compromise the safety of the people for the sake of saving money by purchasing cheap infrastructure which will deteriorate in a short period of time. According to Respondent 3 (line 497-505),

“I’d say yes there have been electricity and water problems in the municipal jurisdictions I think one of the contributing factors would be our infrastructure we have very old infrastructure and one of the challenges that we identified like you remember like I was talking about controls about what controls is management putting to make sure so you’d find that there is no plan to make sure that this pipe is supposed to last us five years during this five years we don’t do anything to ensure that by the end of the useful life of this pipe are we buying a new one or are we replacing it so you know there are those things to say okay so that is why we having these problems of electricity the main problem is infrastructure.”

4.3.3.2 Health risks

People's health is very important and thus government should ensure that the whole population has access to safe infrastructure and a clean environment to avoid health risks to the population at large. The Emalahleni residents argue that they are not safe as the infrastructure is old and poses a lot of risks to the people. Furthermore, the residents of Emalahleni explain that they are affected badly by the health risks such as polluted air caused by the power stations around the town, as Emalahleni is well known for its coal production. Furthermore, a serious health risk which is faced on a daily base is the water crisis. According to respondent 7 (line 849-851),

“The water is not clean and safe to drink, the water is stinking. You have to buy clean drinking water most of the time we use municipality water for washing and cleaning, you have to buy clean water for drinking and cooking.”

This is a serious concern as people’s lives are threatened by this issue. Furthermore, people who cannot afford to buy clean water are challenged because they are forced to drink water that is not purified. This increases

the health risk where more people become ill and may require hospitalisation, whereas if the government kept its promise and resolved the matter, community health would improve. In addition, young children drink dirty water and contract illnesses which affect their health badly at a very young age. The municipality should make a greater effort to rectify this issue and develop better processes to ensure that people do not suffer from health risks caused by the water that they drink.

4.3.3.3 Empty promises

In order to ensure that the public is served with integrity and professionalism, government is guided by the Batho Pele Principles. Service standard is one of the principles which clearly states that government should communicate with its citizens on the services that will be delivered to them and the standards those services will uphold. Another important principle is "Redress" whereby government should be willing to apologise for services that have not been delivered and/or that have not met the standards as promised. Government should also rectify the mistakes by finding a solution to the problem and addressing the problem, as well as accounting for any promises made by ensuring that those promises are met so as to regain the trust of citizens. Leaders are responsible for ensuring that all these responsibilities are met.

Below are some of the statements made by the residents of Emalahleni concerning promises that have not been met by the Emalahleni Local Municipality:

"They are always promising to address the problems but the problems are never addressed." Respondent 7 (line 773-774).

"Nothing at all, instead we receive empty promises. The municipality always fix a few things when the elections are near. As soon as the local elections are over we are yet experiencing the

same problems with no solutions at hand.” Respondent 10 (line 784-786.)

“My mom always complains in writing but nothing ever changes”. Respondent 9 (line 756).

“Okay they post when they gonna come but they never come like about two weeks we have rubbish piling up and then we get people whom we need to pay to go throw the rubbish somewhere. And this is not right because now you ruining the environment because now it becomes dirty and unhealthy so we creating problems on top of problems.” Respondent 9 (line 778-782).

“I’ve raised the issues faced during community meetings but it seems like we are continuously being ignored by our municipality.” Respondent 10 (line 758-759).

“We are reporting to the municipality, we attend their meetings and report to them verbally in the meetings, we do phone the council.” Respondent 7 (line 706-707).

4.3.3.4 Personal experience

Although the respondents had different experiences concerning service delivery in Emalahleni, eight of the ten participants confidently stated that the services at Emalahleni Local Municipality are poor and are affecting both the community and its workers negatively. The workers are affected because sometimes they feel powerless to change the situation as the infrastructure is old and nothing can be fixed until the old infrastructure is replaced with new infrastructure. As Respondent 5 stated: “We are living with old infrastructure... uhm we are living we are not improving on the infrastructure we have.” Respondent 5 (line 528-529).

The community of Emalahleni experienced a lot of neglect from their leaders. Most of the community members have decided to stop paying rates and taxes to the Municipality because they feel that their leaders are failing them and that the more they pay the less effective and efficient the municipality becomes because they do not receive the services they are paying for as they should.

4.3.4 Professionalism

Professionalism plays a significant role in any organization. Leaders are expected to behave in a particular manner in order to be respected and followed by their employees. Professionalism is the practice of adapting to the good conduct of an organization. Organisations differ, and thus have different ways to promote professionalism in their workplace. However, the one thing that is common to all is that all employees in government are expected to behave in a professional manner in order for a friendly environment to exist, customer service to be improved, and for employees to perform their duties in accordance with the policies followed within the organization.

According to Emalahleni Local Municipality employees, professionalism is of great importance but not all employees practice it. Some employees are always professional and ethical; in contrast, there are also those employees who do not comply at all, as explained by Respondent 1 (line 356-357):

“There are people who are professional and some are not”.

Furthermore, according to Respondent 3 (line 392-399):

“Okay in terms of professionalism we do lack professionalism I mean when you see people interact with the public like when someone is coming to enquire about their statements or whatever

you know you would find someone on the phone personal things you can hear that the conversation is personal and not work related while the customer is here even the way the employees speak to the customers it's really not professional they shout at them and things like that even the physical appearance we don't dress appropriately we don't we just rock up. There is a lack of professionalism."

It is important for the Emalahleni Local Municipality to improve on their professional behaviour as this affects progress within the municipality. Furthermore, it is the responsibility of the respective leaders to guide their employees on how one should be professional in a government environment.

There are six sub-themes which were identified under the theme "professionalism", and these themes will be discussed below. These sub-themes are ethics, political influence, communication, skills and knowledge, nepotism, and abuse of power.

4.3.4.1 Ethics

Ethics represents the good and bad within the organization. Leaders should be governed by their good ethics to ensure that they are professional at all times. Ethics are similar to morals; however, with ethics one has a choice to either do good or do bad. In contrast, people's morals are based on the background and ethnic groups they belong to or the kind of family one belongs to. Morals are learned and practiced. For example, if one comes from a family that is strict and believes in honesty and respect, then all family members will be expected to conduct themselves in that manner whereby everyone respects themselves and the way in which they behave in public is appropriate and polite. Therefore, morals reflect one's background and people can see which background one belongs to by

merely looking at an individual's behaviour. In comparison, it is one's choice to be ethical or not. However, it is disappointing when a professional is not honest by being unethical in the workplace.

Respondent 4 (lines 431-433) argues that Emalahleni Local Municipality employees are not ethical. "Don't mention municipality and ethics in the same sentence {laughs} just don't. I don't even think people know what ethics are. They know the Batho Pele principles for the interview but they don't practice them".

The statement above is rather disappointing because one expects all public servants to be as honest as possible in order for development and growth to happen. It is disappointing to realize that the Emalahleni Local Municipality is not practicing ethical behaviour as this has a serious impact on the municipality itself. The moment employees are unethical, the worst is expected to happen as there is a lack of honesty and integrity. This leads to everyone behaving in any way they wish and will eventually lead to poor management as there will be no proper guidance from leaders. Therefore, ethical behaviour in the workplace should be emphasised by leaders at all times. However, if the leaders themselves are unethical, then the followers will be led in the wrong direction which will contribute to poor service delivery.

4.3.4.2 Political influence

Politics appears to have a bad influence in government organizations, as corruption occurs a lot when politics is involved in an organization. Politicians often abuse their powers in order to achieve set goals within the government organization. The same politicians who promote ethics and professionalism are those who increase corruption by deploying people within the municipality. This has a negative impact on the progress of the organization because people who lack skills and knowledge are placed in

positions which the candidates are not suitably qualified for. This is one of the challenges at Emalahleni Local Municipality, and unfortunately this impedes service delivery because the people who are placed there are without qualifications and expertise and they fail to lead their employees. Furthermore, most of these candidates are placed in executive positions which means that the delegation of duties to employees is done by leaders who are not qualified for the position they occupy. Respondent 4 (lines 235-241) explained:

“They don’t have qualifications our managers are deployed I know I love the ANC did that record? {Giggles} I love the ANC no it’s this deployment thing the deployment is killing the whole country not even just our municipality because they bring somebody who is supposed to be on internship programme to run the municipality. You don’t even have a plan that’s when they will have five people doing one person’s job I mean if you are from other companies you will just see that here I am not doing anything really”.

“I think that people are influenced by politics. You know politically influenced is also something that I don’t know how to put it you have politicians who are getting involved in administrative issues so you find let’s say the manager technically maybe he’s an ANC person and there’s an ANC mandate that says this and this so he can’t do his job because the mandate clashes with whatever policies that are followed within the municipality.” Respondent 3 (lines 219-224).

“It also goes back to the political influence a person does not have the proper qualifications to fill a position but because of political influence other parties push that this person be appointed for the particular position. Most management positions are based on political influence.” Respondent 3 (lines 230-233).

4.3.4.3 Communication

Communication is one of the most important channels to assist with understanding the ideology of working with other people. Without proper communication, an organization can fail because this would mean that the wrong interpretation of information has been used without proper understanding. Therefore, it is important for good communication to exist in order to avoid misinterpretation of information. Furthermore, communication between employees is very important because it makes the sharing of information easier and the working environment more conducive. Emalahleni Local Municipality is affected by this particular factor as there is a communication breakdown between departments which makes it difficult for service delivery to be done optimally. As explained by Respondent 3 (lines 139-156):

“People are not really committed to service delivery. You find that the manager or whoever I don’t want to mention names like you can see that people are complaining about a particular thing but you are not prioritizing and it also has to do nama (with) departments wethu (ours). Let’s take revenue and technical services. There’s no communication if there is one thing that is a contributing factor for these things is lack of communication between the departments because department A would expect department B to do certain things but the information e buyaku ye (coming from him) department A but is not flowing to the relevant department so things end up not happening as they are supposed to. Even people nje (like) they don’t know who to complain to let’s say I’m experiencing problems with my water meter for example, I go to technical services technical services refer me to revenue, revenue would say it’s this person who should be assisting me. So there is no communication and commitment from management which inflows to your normal person working on the ground floor post naye (him) if the manager is not committed in serving the community nawe (you)

you don't have that motivation to assist. Because you would find someone who's willing to help but if o (the) manager is not really assisting you to do your job then people end up being reluctant to do their jobs they just come to work because they have to work."

4.3.4.4 Skills and knowledge

It is important for all employees to have the necessary skills and knowledge for the jobs that they are appointed to. The most challenging issue is that candidates are employed without the right skills and knowledge and thus usually takes longer to adjust to the working environment. Most tertiary institutions only provide knowledge and not necessarily the skills or practical experience which is sometimes a challenge for first time workers directly from school because they get negative comments from the workplace concerning the fact that they are educated but do not have the necessary expertise. In this case one cannot really blame the individual as she/he was disadvantaged. For example, the teaching profession has teaching practical whereby students go to a school and learn to teach from their first to fourth year of study. This is one of the advantages of practical experience in higher learning because once the student teacher graduates he/she will be equipped and confident enough to start a new job without hesitation because he/she would have learned the skills to do the job well. However, this is not the case with courses like Public Management and Governance as one is not given the opportunity to go to the Municipality and other public sectors to do their practical training. This limits one with regard to the necessary skills as one has the knowledge but is not familiar with the field work after her/his degree has been obtained. This is why new graduates are affected negatively by unemployment because most organisations are looking for experience which is hard to get during studies. Programmes such as internships are beneficial, but usually take place after a student has completed his/her degree. This does not mean that graduates who have

no work experience should not be given opportunities because they have the knowledge which they have acquired at their respective institutions. Government organisations should have training programmes in place to assist these newly appointed individuals to equip them with the necessary skills to augment the knowledge they already have in contributing to the organization.

Respondent 2 (lines 458-460) emphasises that employees should be employed based on merit in order for growth and development to occur:

“Make sure that we appoint the correct people at the correct time for the correct positions that will take the municipality far.”

4.3.4.5 Nepotism

The reason why most government organisations are failing is because people are no longer hired based on merit but on nepotism. This has affected most organizations as the wrong people are placed in positions that they should not occupy. This has become a serious concern because organisations are losing money and failing to deliver to their citizens due to limited resources which they cannot procure because money has been lost due to negligence. Nepotism affects individuals negatively, because it is unfair that graduates are looking for jobs whereas people who do not have the proper qualifications are occupying positions that should have gone to qualified individuals. This is a serious issue that contributes to the poor economy of South Africa and has a negative impact on everyone including the employees who should be led by their executive managers in their respective departments. Employees often do not know whether they are performing well as there is insufficient monitoring and evaluation taking place to ensure that this happens. As Respondent 5 (lines 574-575) explains:

“Tomorrow you are promoted because you are in a union or somebody likes you or loves you there then you end up getting to a higher position.”

4.3.4.6 Abuse of power

People often use their positions to get what they want and also to oppress other individuals. This creates an unfair environment because employees are then unhappy within the workplace. Leaders should understand that unhappy employees contribute to poor service delivery as well. Therefore, it is the responsibility of a leader to keep all his/her employees happy in order to achieve set goals. If leaders abuse their powers by not doing their job by looking for the most intelligent employee to do all the work, that leader is abusing his/her powers by oppressing another individual.

Leaders are expected to lead by example and not to oppress other individuals by setting rules which are only applicable to the employees and not the manager. A good manager tries to set a good example so that employees are prepared to emulate their good example. As Respondent 3 (lines 412-413) explains, as an example: “People are not complying because you find that from the top the manager still dresses casual all the time but expects his team to wear formal.”

4.4 SUMMARY

The researcher obtained qualitative research data through face-to-face interviews in Emalahleni. The researcher interviewed residents of Emalahleni and employees of Emalahleni Local Municipality in order to compare the responses received and to understand the problems being encountered in Emalahleni. The researcher ensured that the research is reliable as she interviewed both the youth and the elders in Emalahleni. Furthermore, the researcher interviewed participants who have lived at

Emalahleni for at least 15 years to gather as much accurate information as possible. The aim of the research was to establish why Emalahleni has experienced water and electricity challenges for ten years and to examine the challenges of leadership and governance in Emalahleni Local Municipality in this regard. The researcher encountered other challenges during the interviewed which needed to be discussed.

This chapter concentrated on the analysis and interpretation of the data collected at Emalahleni Local Municipality. Various themes and sub-themes were discussed in order to understand the reasons for poor service delivery at Emalahleni Local Municipality.

The four themes were leadership styles, employment, service delivery, and professionalism. The first theme which was 'leadership style' revealed that the municipal employees were not sure which leadership style they were following. The best suggested leadership style for Emalahleni Local Municipality was the transformational leadership style as this approach aims to bring positive change in the organisation which is what is needed in the Municipality.

The second theme 'employment' revealed that the employees of Emalahleni Local Municipality are not employed in the same way. There are those employees who were employed based on merit and who are working hard to achieve set objectives in most cases. In contrast, there are also employees who are employed based on nepotism and political influence who contribute to poor service delivery as they are not sure of their job requirements.

The third theme was 'service delivery' which revealed that service delivery is delayed due to ignorance on the part of Emalahleni Local Municipality leaders. Furthermore, the old infrastructure needs to be replaced as employees are challenged by the fact that they cannot make

improvements if the Municipality does not allocate funds for new infrastructure.

The fourth and final theme of 'professionalism' revealed that not all the leaders and employees of Emalahleni Local Municipality were sufficiently professional. Some of them seem to be aware of the Batho Pele Principles but are not adhering to these principles; this is a concern since these principles are a guiding approach for all government employees to govern the ethics by which a public servant should function.

The next and final chapter provides a summary, conclusion and findings of the study, and makes recommendations based on the study.

CHAPTER FIVE

SUMMARY, FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

The chapter presents the summary of the findings made in Emalahleni Local Municipality and Emalahleni town. The researcher also makes recommendations with reference to the findings of the study.

The Purpose Statement for this research study was:

“The purpose of this study is to understand why there is a lack of leadership and governance in Emalahleni Local Municipality. Furthermore, the purpose of the literature review was to understand the concept of leadership broadly. The aim of the research study was to provide enough information on leadership and how a leader is expected to behave, and how a leader should influence others. Theories on leadership was examined to better understand the reasons for why the Emalahleni Local Municipality is failing to provide for its citizens.”

The following chapters are summarized briefly:

Chapter One concentrated on the background of the study, and what the study entailed. This chapter introduced the reader to an understanding of what he/she was about to read. An introduction about the Emalahleni Local Municipality was provided.

Chapter Two provided previous information on the topic of the study. It defined the concept of the study and related it to what other authors have written. Here ideas were criticized and argued. Concepts such as

leadership, governance, transparency, Batho Pele principals and leadership traits and theories were discussed. This chapter reviewed literature on leadership and other related concepts which seemed appropriate for the study.

Chapter Three explained what the researcher intended to use to compile the research, including research designs and their purpose. Sampling methods used by the researcher for this study were explained. For this particular study, the researcher followed a qualitative approach and made use of semi-structured interviews to conduct the research. Furthermore, ethical considerations which the researcher followed to collect data were explained.

Chapter Four reviewed the data collected from Emalahleni Local Municipality. The researcher analysed, interpreted and presented the data collect in this chapter.

Chapter Five analysed the findings that emerged from the data collected from Emalahleni Local Municipality and used in analysing and interpreting the data collected. The researcher then made recommendations on how Emalahleni Local Municipality can improve.

5.2 SUMMARY OF FINDINGS

The researcher wanted to find out why the Emalahleni community was not happy with the services rendered by their Local Municipality. Face-to-face interviews were conducted in Emalahleni Local Municipality where employees were interviewed about their daily duties and about their views on the poor service delivery in Emalahleni. Employees were interviewed starting from the lower level of the hierarchy to the top level of the hierarchy in order to have a fair balance of responses from the participants

and for credible data collection. Furthermore, the residents of Emalahleni were also interviewed in order for the researcher to have evidence from both the Municipality and the citizens of Emalahleni about the services rendered. The interview approach was a good data collection method for this study as both residents and employees of Emalahleni were honest and managed to interact with the researcher during the interviews. The researcher was able to probe questions to obtain comprehensive answers. The research findings from the study revealed the following points.

The Municipality was making decisions without obtaining the community's views. Residents of Emalahleni attended community meetings to share their concerns with their councillors so that the Municipality could address the challenges faced, but whatever that was discussed during these meetings was not addressed as promised. Instead the Municipality made decisions on its own without consulting with the community. For example, the electricity and water would go off for days without prior notification or alerting the community to the shortages of water and electricity.

Training is not sufficient at Emalahleni Local Municipality as employees still lack the necessary skills and knowledge to improve on service delivery. Employees should excel in their respective jobs. It is the responsibility of the managers and leaders of the Municipality to identify when employees are not doing well in their jobs. Such employees should then be sent to an extensive training programme which will enhance employees' skills and knowledge. Furthermore, most graduates have the knowledge that they have acquired at higher learning institutions but lack the necessary practical skills to do the work; the Municipality should support these newly appointed employees with training and mentorship around the content of their jobs. In addition, leaders should be encouraged to attend training workshops to improve on their leadership skills in order to be able to lead with integrity and professionalism.

Short term solutions are used in place of long term solutions. This is a quick but risky solution which the Municipality makes use of. The Municipality did not replace ageing infrastructure as it should have done and this has negative consequences for the residents of Emalahleni. For example, there are streets which have cracked severely and this makes it impossible for drivers to drive on those roads. Instead of the Municipality removing those old streets to replace with new infrastructure, the Municipality sends workers to do repairs. After a few months, the road becomes worse than before. People's lives are in danger as accidents happen because of the bad roads.

Some employees are unhappy at the Emalahleni Local Municipality, and as a result have lost their passion for their jobs. This is another reason why service delivery is slow because if employees are not enjoying what they are doing, they will not be as productive in serving their community because they are only at work to earn a salary. Moreover, some employees at Emalahleni Local Municipality are underperforming because they are unhappy at work due to poor treatment from their superiors/leaders who abuse their powers by oppressing their employees.

There is no performance management process within the Municipality, thus employees are not encouraged to work hard. The Emalahleni Local Municipality employees are not sufficiently productive at work as they are not challenged by the fact that they will be rated as underperforming if they do not work with dedication and commitment.

The leadership of Emalahleni Local Municipality makes promises to the residents of Emalahleni, but these are not honoured. This demoralises the community of Emalahleni in trusting their leaders because they do not engage with the community in delivering basic services like water and electricity. The community of Emalahleni has lost trust in its leaders at the Municipality as they never seem to deliver the services promised. As a

result, people are no longer attending community meetings because they feel disillusioned. In addition, some community members of Emalahleni have stopped paying their monthly rates and taxes as they view it as pointless to pay for services which they are not receiving as they should. This is bad for the Municipality because it reduces the income that is required to operate. Residents feel they should not pay for services which are not rendered to them and prefer to use the money to buy generators for electricity and clean water to drink and cook for their families.

There are many qualified graduates with the right skills and knowledge but who are without jobs. If government starts employing these skilled and educated individuals, the community believes that there might be transformation because it appears that the current employees of the Municipality do not have all the required skills and knowledge to do their jobs. If more qualified people are employed, the current employees will be motivated or even forced to work harder and perform better than before as there will be more competition which will push them to work even harder.

It was discovered that there are other challenges besides the poor delivery of water and electricity. These challenges include sewerage spills, potholes, poor quality of water, ageing infrastructure, and poor workmanship. The problem is that the Municipality procrastinates in attending to issues reported in advance, and by the time the Municipality tries to undertake repairs or maintenance the situation has worsened. Unfortunately, the Municipality takes time in addressing issues that arise and this results in limited maintenance being done because of the pressure to repair everything at once which is impossible.

There are certain Emalahleni Local Municipality employees who are ineffective and inefficient. Employees are found sitting around speaking on telephones and socialising with friends during working hours. This gives the Municipality a bad reputation and management should step in when

such a lack of professionalism occurs. Residents of Emalahleni state that they sometimes have to wait for hours for customer service because of lazy employees who are busy with unrelated work during working hours. This indicates that some Emalahleni Local Municipality employees lack professional skills. In addition, some employees lack ethics and are dishonest in their respective departments. Leaders are responsible for ensuring that their respective departments are well managed, and where there is such a lack of professionalism leaders should be held accountable.

The residents of Emalahleni are challenged by the health risks which include a lack of clean water which they need daily to survive. This problem has continued for more than ten years and has not been dealt with. Residents of Emalahleni who cannot afford to buy water for cooking and drinking are forced to drink the dirty water from taps. This sometimes results in bad situations where the residents get sick and need medical attention after drinking the water. Some side-effects of drinking the water include diarrhoea, headaches and vomiting.

The Municipality usually functions better when the elections are approaching, but as soon as the elections are over, the people's interests are forgotten. This is of great concern because the residents vote for individuals who will represent them during their term of office, and not for individuals who will rob the community of their votes just to get positions and then immediately ignore their obligations and commitments they made during the elections period.

Some of the dedicated workers of Emalahleni Local Municipality are also affected by slow service delivery as it reflects badly on their competency although not everyone is incompetent. Due to the generalisation of poor delivery, they are viewed as being part of the employees who are not passionate about their work. Furthermore, the employees sometimes

struggle to provide services to their citizens as the infrastructure is old and needs to be replaced, but due to lack of funding and the limited capacity within higher management, the old infrastructure contributes further to the slow service delivery.

Communication between departments is lacking at the Municipality. Departments compete against one another instead of working together to reach the same objective which is to find better ways to serve their community with dignity.

Political influence is another factor which interferes negatively with administrative issues and which makes it difficult for employees to follow the right procedures as required by the Local Government Municipal Systems Act of South Africa. Employees are appointed on the basis of political affiliation or as a political favour to the extent that someone is appointed to head a department without having the necessary qualifications and experience. Because of the abuse of power by politicians who ignore the municipality rules and regulations, unqualified individuals are appointed. Therefore, not all employees at Emalahleni Local Municipality are employed based on merit, and some employees are employed based on political favours, which is the reason for slow service delivery due to lack of skills and knowledge.

Leaders in Emalahleni Local Municipality are not leading by example. Leaders should lead to inspire and aspire so that all employees are encouraged and motivated to work hard. This is not the case with Emalahleni Local Municipality leaders as they themselves are not leading by example. For example, one would find that leaders instruct employees to be at work by 7a.m. but the leader will only come to work around 10a.m. This is an abuse of power because no-one is around to guide the employees when the leader is not around. This contributes to employees sitting around doing nothing during office hours because they are not sure

whether whatever they are doing is right or wrong as there is no supervision. Sometimes the employees appear idle because they have no work to do and are forced to wait for their leaders to assign them tasks.

5.3 CONCLUSION

Research findings revealed that Emalahleni Local Municipality is challenged by employees' incompetency within the Municipality. The findings revealed that not all employees are appointed based on merit but that some are appointed based on nepotism and political influence. These are some of the reasons for the lack of transformation within the Municipality because there are those employees who are not qualified to do the jobs that they are appointed for. This undermines service delivery as inappropriate decisions are made. Furthermore, these employees who are employed dishonestly occupy higher positions which makes it difficult to progress. The community of Emalahleni suffers as they are not receiving basic services which they are entitled to. As a result of negligence by their municipal representatives, the community of Emalahleni has lost trust in their leaders who have not kept their election promises.

5.4 RECOMMENDATIONS

The problem statement for the study was:

“There is a lack of good leadership and governance at Emalahleni Local Municipality. The Emalahleni Local Municipality public officials are not adhering to the Batho Pele principles which are the guiding principles for all government officials. Furthermore, lack of accountability and transparency has led to poor service delivery and ineffective performance by public officials. As a result, for more than ten years the citizens of Emalahleni have experienced recurring water and electricity problems. Although government promised to deal with this issue some years ago, the

problem has not been resolved. The citizens of Emalahleni argue that their leaders are not competent; hence the slow service delivery in Emalahleni.

The research highlights that poor leadership is a contributing factor to poor service delivery. However, not enough research has been done explaining why the Emalahleni Local Municipality experiences poor service delivery and poor leadership and governance. Therefore, the aim of the research is to understand the challenges of Emalahleni Local Municipality and to investigate why this problem has not been resolved after so many years.”

The following recommendations are made based on the findings of the study.

- Transformational leadership style is recommended for Emalahleni Local Municipality. This leadership style is fit for the institution because the Municipality needs development in order for service delivery to happen. The leader’s role is one that inspires as well as motivates the employees to work hard and deliver quality services to the people which is what the Emalahleni employees need at the moment, namely leaders who will inspire and motivate employees to be passionate in their work in order to achieve set goals.
- It is important for the community’s views to be acknowledged when making decisions to improve service delivery, as the community plays an important role in decision-making because the community experiences the daily challenges of poor service delivery in their neighbourhoods. Therefore, government should seek advice on which services to deliver to them and which matters need to be addressed by the Municipality to improve service delivery in Emalahleni.

- Training should be improved to ensure that all employees are equipped with the right skills, knowledge and expertise for the jobs they have been hired for. This will enhance service delivery.
- The Municipality should provide new infrastructure to avoid having to attend to the same problems repeatedly. The main challenge is that old infrastructure is not replaced. For example, if a pipe has burst, employees will try to patch the part which has burst and not replace the entire pipe to avoid attending to the same problem again according to the set lifespan of its useful life.
- It is important for leaders to ensure that employees are happy in their work. Productivity will improve when employees are happy and are enjoying what they do. Leadership skills should be applied in order for employees to be inspired and motivated to work hard in their respective departments.
- There should be performance management within the Municipality whereby the employees are monitored and encouraged to work hard as employees work more when they know they are being monitored by management. Performance bonuses should be given to those deserving employees who work hard to meet the standards of the community. This will motivate employees to work harder.
- It is important for the leadership of Emalahleni Local Municipality to keep their promises so that there is progress in terms of service delivery. Furthermore, if promises are not met in the allocated time-frame the leaders should ensure that they remedy the defects and develop an alternative time-frame where they will deliver the services as promised.
- If more qualified graduates with the right skills and knowledge are employed by the Municipality, there will be improvements within the Municipality as there will be more employees who are experts and this will increase productivity.
- The Emalahleni Local Municipality should ensure that it addresses all the challenges faced as this affects the community negatively.

The Municipality should address challenges immediately when reported and not allow problems to accumulate as this becomes more difficult to address. The employees should be effective and efficient in their respective jobs. For a Municipality to progress, productivity must be assured, meaning that leaders should ensure that they work hard in delivering promised services to their communities.

- It is important for the leaders of Emalahleni Local Municipality to regain the community's trust as this will strengthen the relationship between the Municipality and its communities.
- Government officials to remain loyal to their constituents who elected them into office and expect them to provide services that will improve the lives of the people.
- The Municipality must attend to the community's needs to avoid residents withholding payment of rates and taxes which contributes to the funds used within the Municipality to provide services to the people.
- It is recommended that the Municipality should replace old infrastructure with new infrastructure in order to avoid unnecessary expenses and prevent ongoing and repeated maintenance challenges from occurring. Furthermore, employees should be supported with all the necessary resources they need to be able to perform their duties without any obstructions.
- All government employees should be professional in order to improve their consistency and competency at work.
- All government employees should act according to the Batho Pele Principles and uphold their ethical values.
- Political influence should not be used in filling positions as this undermines the progress of the municipality as the wrong leaders are appointed for positions which they do not qualify for.

- Departmental leaders should communicate and work well together in order to achieve their shared goals of providing quality services to citizens.
- Leaders at Emalahleni Local Municipality should be employed based on merit and not on nepotism as the Municipality needs employees with the right qualifications, expertise, knowledge and skills in order to meet their service delivery objectives.
- The Municipality should ensure that employees are happy in their jobs that they do in order to achieve good results. This is possible if leaders have one-on-one interaction with their employees to hear their views about their jobs.
- Leaders at the Municipality should lead their employees by example by ensuring that they set a good example that will motivate and encourage employees to do their best.

The researcher hopes that the above recommendations will be useful and helpful for Emalahleni Local Municipality and that the leadership of the Municipality will be willing to consider applying these recommendations to improve service delivery to all communities within its jurisdiction as required by their constitutional mandate.

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APPENDICES

APPENDIX 1: INTERVIEW GUIDE

GENERAL INFORMATION

Interview date:	22 December 2015-2 January 2016
Number of respondents:	10
Time:	Between 09:00-16:00

BIOGRAPHICAL DATA

(Please tick where applicable)		
GENDER	MALE	FEMALE
AGE GROUP	20-35	20-35
	36+	36+
HIGHEST QUALIFICATION	Below grade 12	Grade 12 only
	Tertiary Certificate	Diploma-Doctoral
EMALAHLENI MUNICIPALITY EMPLOYEE/EMALAHLENI RESIDENT	Emalahleni Municipality Employee	Emalahleni Municipality Resident

APPENDIX 2: INTERVIEW QUESTIONS

INTERVIEW QUESTIONS FOR EMALAHLENI EMPLOYEES AND RESIDENTS (questions will be divided between the two)

EMALAHLENI LOCAL MUNICIPALITY

- How long have you been working for the Emalahleni Local Municipality?
- Are you happy working for the Emalahleni Local Municipality? Please motivate your response.
- What is your argument with all the assumptions being made regarding poor service delivery and poor leadership and governance in your municipality?
- What can you point out as the factors leading to slow service delivery at the Emalahleni Local Municipality?
- What can you point out as the factors leading to poor leadership governance at the Emalahleni Local Municipality?
- What are your thoughts about the leadership styles and attributes followed at the Emalahleni Local Municipality? Do you think that they are effective for the development and growth of the leadership practiced at the Emalahleni Local Municipality?
- According to your opinion based on the experience which you have been with the Municipality, what challenges have you come across as an employee of the Municipality? Would you say those challenges have been addressed or that they are in the process of being addressed with?
- What is your comment about the professionalism, ethics, transparency, and effectiveness of the public officials of the Emalahleni Local Municipality?
- What would you like to improve as an employee of the Emalahleni Local Municipality?

EMALAHLENI RESIDENTS

- How long have you been living in Emalahleni?
- Are you also challenged by the poor service delivery specifically the water and electricity issue?
- What other challenges in terms of service delivery have you experienced so far?

- How long have you been experiencing the water and electricity problem?
- What measures have you taken to make the municipality aware of the challenges faced?
- What has the municipality done regarding this problem?
- Would you say your municipality is effective and efficient in delivering services to its citizens? Please motivate your response.
- What do you think of the leaders, and employees of the Emalahleni Municipality?
- What changes would you like to see happening in the Emalahleni Municipality?

THANK YOU FOR YOUR TIME AND COOPERATION!!!

APPENDIX 3: PARTICIPANT'S CONSENT FORM

My name is Marungwane Lydia Mmela a 2nd year Masters student at the Wits School of Government under the department of Public and Development Management at the University of the Witwatersrand in Johannesburg. I am conducting a research study on the topic: GOVERNANCE AND THE LEADERSHIP CHALLENGE IN THE EMALAHLENI LOCAL MUNICIPALITY, I am kindly asking you to please be part of this study by assisting me in answering questions based on the challenges faced in this town.

Your participation in this study will play a significant role as you will contribute to the future development of the Emalahleni Local Municipality. Furthermore, you will be contributing to the body of knowledge for this particular study.

You are assured that your identity is strictly confidential and whatever we discuss will be repeated to you at the end of our interview to ensure that the information I have gathered from you is what you would like me to include in my research study.

Should you wish to contact me regarding our interview or the study, you can contact me on:

Cell phone: 083 711 3471

E-mail: lydiammela@gmail.com

You are therefore requested to read the information below and answer accordingly by signing on the dotted line please.

The researcher has clarified everything which I needed to know before the interview. Furthermore, the researcher has promised to keep my name anonymous.

YES..... NO.....

The researcher has clarified to me that the interview is voluntarily and that I can stop answering questions whenever I feel uncomfortable.

YES..... NO.....

The researcher has asked for permission from me to record during the interview and has promised to use the recording for the purpose of this research study only.

YES..... NO.....

I understand what is required of me for this interview and give my full consent to participate in this research study.

I.....
agree to participate in this research study: GOVERNANCE AND THE
LEADERSHIP CHALLENGE IN THE EMALAHLENI LOCAL
MUNICIPALITY

.....

Signature

.....

Date (yymmdd)

Thank you for your great participation!