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Phuthi, Rebaone Daniel Doctor

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LEADERSHIP QUALITY AND ORGANISATIONAL PERFORMANCE

Researcher

Rebaone Daniel Doctor Phuthi (588336)

Supervisor

Professor Richard Chinomona

A Research Proposal submitted to the Faculty of Management, University of the Witwatersrand, in 25% fulfilment of the requirements for the degree of Master of Management (in the field of Public and Development Management)

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Contact number: 071 333 7564/072 672 3386, e- mail: rebaonephuthi@gmail.com

Abstract

Department of Agriculture, Forestry and Fisheries(DAFF) is constitutionally carrying the mandate of coordinating food security interventions in South Africa, hence food security and poverty alleviation are amongst top priorities which DAFF as a national department is relying on provincial departments of agriculture for efficient implementation of plans and programmes in order to respond to these, this therefore make agriculture portion of DAFF mandate transversal in nature because of its concurrent relationship between DAFF and Provincial departments of Agriculture. Department DAFF often gets confronted with series of questions from different stakeholders all expressing dissatisfaction by the department's inability to follow money and fully account for the effective utilisation of funds by the provincial departments of Agriculture. The Portfolio committee members and the Auditor General's findings for a number of years all cited insufficient monitoring and oversight of supported projects as a serious problematic area for the department, hence a qualified audits for predetermined objectives for the past three years has been received.

The directorate Organisation Performance (D:OP) in DAFF focuses on monitoring strategic objectives of DAFF at national level through tracking performance against Strategic Plan/Annual Performance Plan and Service catalogue which reflect services offered by national directorates in order to achieve constitutional mandates. It is in directorate Organisation Performance where there are Monitoring and Evaluation Specialists at a deputy director level attached to every branch for focused and dedicated M&E support and these officials are very key for effective organisation performance.

Though the paper primary intention is to focus on quality of leadership in DAFF and its relationship with organisation performance, the mediating role of monitoring and evaluation function serve as a glue that enhance decision making because top management rely on reliable and accurate information to be provided by directorate organisation performance and this is also in line with National Treasury Framework for Managing Programme Performance Information (2007) requirements. This therefore make monitoring and evaluation very important as well to be considered in evaluating the influence of leadership quality on organizational performance.

One of the key findings is that though there is positive relationship between leadership quality and organisational performance within DAFF, the relationship is not as strong as in the relationship between monitoring and evaluation effectiveness and organisational performance. It is therefore recommended that with more focused investment in supporting the function of monitoring and evaluation, good organisational performance will be realised even if the quality of leadership is not that strong.

Declaration

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

Rebaone Daniel Doctor Phuthi



20 June 2016

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CHAPTER ONE (1): OVERVIEW OF THE STUDY

1. Background

Department of Agriculture, Forestry and Fisheries (DAFF) is a national department with a constitutional mandate of agricultural, forestry and fisheries development in South Africa. The mandate of the department is dual because forestry and fisheries responsibilities of the department is national while agriculture responsibilities are concurrently shared with Provincial departments of Agriculture and hence are transversal, DAFF therefore has both national and transversal responsibilities in terms of its mandate. The service delivery model of the department encompasses delivery through direct means as national on forestry and fisheries and also policy and regulatory responsibilities for agriculture, forestry and fisheries component. In terms of delivery of services to stakeholders in particular transversal responsibilities, DAFF service delivery model include through intergovernmental relations which involve provincial departments of Agriculture and other national departments, State owned entities which are National Agricultural Marketing Council (NAMC), Agricultural Research Council(ARC),Perishable Products Export Control Board (PPECB) and Onderstepoort Biological Products (OBP). DAFF service delivery model also include public private partnerships and through international agreements.

Department of Agriculture, Forestry and Fisheries need to have very strong and efficient coordinating systems and processes in order to always demonstrate accountability and transparency in accounting for its service delivery plans for both national and transversal responsibilities. Central to department ability to properly coordinate is the need to have a strong monitoring and evaluation processes and systems more so that DAFF often gets confronted with series of questions from different stakeholders all expressing dissatisfaction by the department's inability to follow money and fully account for the effective utilisation of funds by the provincial departments of Agriculture in particular.. The Portfolio committee members and the Auditor General's findings for a number of years all cited insufficient monitoring and oversight of supported projects as a serious

problematic area for the department, hence a qualified audits for predetermined objectives for the past three years has been received.

An organogram or organisation structure of DAFF is having nine branches made up of 79 directorates in total responsible for managing all areas of its huge mandate, amongst these 79 directorates is directorate Organisation Performance (D:OP) which is carrying an organisational mandate of monitoring strategic objectives of DAFF at national level through tracking state of performance against Strategic Plan/Annual Performance Plan and Service catalogue which reflect services offered by national directorates in order to achieve its planned priorities. It is in directorate Organisation Performance where there are Monitoring and Evaluation Specialists at a deputy director level attached to every branch for focused and dedicated M&E support and these officials are very key for effective organisation performance.

Though this paper primary intention is to focus on quality of leadership in DAFF and its relationship with organisation performance, the mediating role of monitoring and evaluation function serve as a glue that enhance decision making because top management rely on reliable and accurate information to be provided by directorate organisation performance and this is also in line with National Treasury Framework for Managing Programme Performance Information (2007) requirements. This therefore make monitoring and evaluation very important as well to be considered in evaluating the influence of leadership quality on organizational performance.

One of the key findings is that though there is positive relationship between leadership quality and organisational performance within DAFF, the relationship is not as strong as in the relationship between monitoring and evaluation effectiveness and organisational performance. It is therefore recommended that with more focused investment in supporting the function of monitoring and evaluation, good organisational performance will be realised even if the quality of leadership is not that strong.

1.2 Purpose Statement

To evaluate the influence of leadership quality on organizational performance, the case of Department of Agriculture, Forestry and Fisheries in South Africa. Monitoring and evaluation function is expected to provide reliable and accurate information that can enhance decision making and this therefore make monitoring and evaluation effectiveness the mediating variable as discussed under conceptual model. Kusak & Rist (2001) emphasise the significance of government departments having a monitoring and evaluation system that will assist to determine whether promises were kept and goals were achieved, this is critical in government institutions to comply with National Treasury Framework for Managing Programme Performance Information (2007). In addition to evaluating the influence of leadership quality on organizational performance, monitoring and evaluation due to its mediating role between leadership quality and organizational performance, will make the study to be even more useful and interesting and therefore the purpose is expanded to "evaluate the influence of leadership quality on monitoring and evaluation effectiveness and organizational performance"

1.3 Research objectives

1.3.1 Theoretical

- To review literature on leadership quality;
- To review literature on monitoring and evaluation effectiveness;
- To review literature on organisational performance.

1.3.2 Empirical

- To investigate the relationship between leadership quality and monitoring and evaluation effectiveness;
- To investigate the relationship between leadership quality and organizational performance;

- To investigate the relationship between monitoring and evaluation effectiveness and organizational performance.

1.4 Research Questions

- To what extent does leadership quality impact on monitoring and evaluation effectiveness?
- To what extent does leadership quality affect organizational performance?
- To what extent does monitoring and evaluation effectiveness affect organisational performance?

1.5. Ethical Considerations

1.5.1. Informed consent

Adequate information regarding the participation in the study will be given to all participants. An agreement to participate in the study will be in writing and this will happen prior to the commencement of the study.

1.5.2.Deception

Participants will not be deceived into participating in this research study, neither by withholding or non-disclosure of the full intention of the research. Participation is voluntary and any participant can choose to withdraw from the study at any time.

1.5.3. Participants' right to privacy

All participants' names and personal details will not be revealed. The use of recording media to record participant's actions and words without their express permission will be strictly controlled subject to informed consent.

1.5.4.Confidentiality

In terms of Section 17 of the Statistics Act, Act No. 6 of 1999, completed questionnaires remain confidential and will not be disclosed to other parties or used for any other purpose.

1.5.5. Cultural sensitivity

The research will be sensitive to the cultural beliefs of participants and not judgmental in any way of their responses.

1.5.6. Disclosure of findings/results

All participants in this research will receive a copy of the completed study that has been prepared for publication. The participants will be given the reassurance that their information has been kept confidential.

Summary of Chapter One (1)

This Chapter 1 managed to provide a background of the study, statement of the research problem and purpose of the study. In addition to that, the specific research objectives and research questions presented. The Chapter 1 summed up by providing the definitions of key constructs.

CHAPTER TWO (2): LITERATURE REVIEW

2.1. Introduction

In this section greater attention will be given to the revision of related theories and literature review of leadership quality, monitoring and evaluation effectiveness and organisational performance in the public sector by other researchers. The study will be grounded in selected leadership theories, among others - trait, behavioural, situational and the chaos theories (Hart 2011:11). Transformational leadership and servant leadership will also be considered in the final dissertation.

2.2. Theoretical Grounding

Trait leadership theory suggests that leaders are born with or display certain key personality characteristics (Zaccaro 2007:7). According to Holdford (2003:180) the most important traits are identified as drive, motivation, integrity, self-confidence, intelligence and knowledge. Identifying the individuals who possess these traits is therefore critical to the success of any succession plan. Although the Trait theory itself may not offer explanations to all facets of succession planning and management, it is an important theoretical component in succession planning (Hart 2011:11).

Contrary to trait theory, behavioural theory focuses on the behaviours that leaders ideally possess and develop to be most effective (Conger & Kanungo, 1987). Behavioural theory specifically identifies two primary types of behaviour that leaders adopt: these are task orientation and follower orientation (Holdford 2003:180). For leaders who exhibit a task-oriented style, the focus is on accomplishing the assigned job, while concerns about followers play a secondary role (Holdford 2003:183). These leaders bring structure and direction to followers by setting goals, providing training, defining expectations and limits on behaviour and establishing rules and procedures (Holdford 2003:183). While this

behaviour can influence structure, its influence eventually diminishes as it becomes restrictive to subordinates. Follow-oriented leaders focus less on the job at hand and express a greater concern for the follower as a human being and not a cog in the machine (Holdford 2003:183). Leaders with this orientation demonstrate behaviours such as showing respect, gaining trust, demonstrating consideration and being friendly and approachable. The ultimate goal is to develop and promote leaders with a balance of these behaviours.

Situational theory attempts to develop an understanding of how leaders may adapt to the changing dynamics of leadership situations (Vinuelais & Githens 2010:158). According to this theory, the greatest predictor of leadership effectiveness and success is the situation in which a leader finds him/herself in. The traits and the behaviours are important in this theory but the focus is on specific situations for example, when an employee leaves suddenly and a successor is required.

The Chaos theory relates to the unpredictability and uncertainty of events taking place in an organisation (Smith, 2001). Chaos theory can be described as a “period of transition in which change occurs in unpredictable, irregular and uncertain ways” (Duffy 2000: 229). Remer (2005:5) considers it a necessary condition for change in social systems. Chaos itself is not a stable condition or fixed state but rather is responsible for changing the relationship between subjects rather than changing the subjects themselves.

2.3. Empirical Review

Existing literature on leadership quality, monitoring and evaluation effectiveness and its effect on organizational performance particularly in public sector will be engaged. Information from different government departmental websites, circulars and auditor general reports will also be used as references.

2.3.1. Leadership Quality

Scholars have labored to understand leadership and its influence on subordinates and organizations (Fernandez, Cho& Perry, 2010). However, despite the proliferation of leadership theories and empirical studies, scholars continue to lament our weak understanding of leadership quality and this has called for the need for rigorous empirical research on leadership quality - particularly in the public sector domain, where little research on the subject matter remain scant (Van Wart, 2005; Fernandez, Cho & Perry, 2010). The dearth of research is more startling in South Africa given the investments public organizations make in leadership development and the emphasis placed on performance management and improvement.

Leadership can be conceptualized as a set of processes occurring between individuals, groups and organizations and pertaining both to the means of influencing people and to shaping and achieving goals and outcomes (Currie, Lockett& Suhomlinova, 2009). The concept and practice of leadership has attracted much attention in the business sector, the literature on the subject revealing multiples schools of thought (Sun& Anderson, 2012). Carnes et al (2015) highlighted that one of the most vital success factors for any organisation is the ability to identify and select effective leaders. Carnes et al., (2015) added that selection of the right leaders play an important part to ensure that employees remain content and are retained for a long period in the organisation. Organisational leadership is considered as crucial to the success of firms (Chathoth and Olsen, 2002). Leadership has been considered an essential part of business and society, although there has been little progress towards a workable definition (Kellett, 1999). Leadership has been and continues to be considered essential by scholars and practitioners alike. (Kellett, 1999). Over the past years, a significant area of research in organisational behaviour focused on the dyadic relationship between supervisors and subordinates

(Wayne et al, 1997; Dunegan et al 1992; Paparoidamis, 2005). Leaders and members are to engage in a number of exchanges and interactions over time forming behaviours and thus influencing the development of the relationship between the two parties involved(Paparoidamis, 2005). If the leaders portray poor qualities of leadership styles it may negatively impact the quality work culture in the organization (Ali et al 2015). Trivellas and Reklitis (2013) posit that leadership role key competencies are twofold: the producer and the direction. Trivellas and Reklitis (2013) further state that producers are responsible for working productively, fostering productive work environment and managing time and stress. As for directors they are responsible for visioning, planning, setting of targets, designing, organising and delegation of duties within the organisation (Trivellas and Reklitis, 2013). According to Ali *et al.,* (2015) culture and leadership approach are key influences on individuals (Crawford & Loh, 2004), since leaders are the ones are the voice of the organisation defining its values, norms and maintaining of the persona of the organisation (David & Ricky, 2006; Ali *et al.,* 2015).

2.3.2. Monitoring and Evaluation effectiveness

The academic literature on program monitoring and evaluation distinguishes between formative and summative evaluation, emphasizing not only what is measured but also the relationships among actors and the means by which findings are interpreted and used (Michael, Pailler, Thieme, Rowe, Bottrill,Danielsen, Geldmann, Naidoo, Pullin& Burgess, 2014). Formative evaluation is the systematic examination of the ongoing success of an intervention and its processes, which can provide information,insights, and advice about how these can be improved (Rossi, Lipsey & Freeman, 2004). Formative evaluation is generally conducted throughout an intervention, in order to assure continual improvement in efficacy, relevance, logic, and efficiency, and to facilitate ongoing

adjustments as the intervention matures (Michael et al., 2014). Data collection methods include literature reviews, focus groups, structured surveys, interviews, and direct observation of inputs, activities, outputs, and outcomes. Management assessment and performance measurement address aspects of formative evaluation, particularly those aspects that involve monitoring inputs,activities, and outputs and modifying activities accordingly to improve program performance. In some situations, impact evaluation may serve as a form of formative evaluation (Rossi, Lipsey & Freeman, 2004).

Effective formative evaluation involves decision-makers and stakeholders to ensure that the evaluation is salient and legitimate, and that the findings and recommendations feed into the program cycle(Patton, 2003; Michael et al., 2014). Though management assessment and performance measurement provide useful insights for program improvement, they do not answer important questions such as ‘‘What is the relevance of this intervention to stakeholders?’’ or‘‘How do we promote uptake and incorporation of recommendations?’’

Formative evaluation provides tools to engage stakeholders, complete the program feedback loop, and assure continued relevance of the intervention.Summative evaluation judges the merit and worth of an intervention(Rossi, Lipsey & Freeman, 2004). Summative evaluation typically occurs in the final stages of an intervention, to decide whether to continue, ewe discontinue, or expand the intervention (Michael et al., 2014). Summative evaluation uses many methods, including empirical experiments,cost-beneft analysis, case studies, interrupted time series,program theory methods, and meta-analysis(Rossi, Lipsey & Freeman, 2004; Michael et al., 2014).

Crawford and Bryce(2003) point out that monitoring and evaluation of a system involves: informed management and decision control, organisational learning, accountability and

transparency. Crawford and Bryce (2003) further add that performance of the organisation implies effectiveness and efficiency within that organisation. A monitoring and evaluation information system is a type of information management system designed to mitigate poor project performance, demonstrate accountability and promote organisational learning for the benefit of future projects (Crawford and Bryce, 2003). Evaluating the work values of organisational leaders is based on the assumption that positive outcomes will result when a leader's values are congruent with those of his or her subordinates (Engelbrecht, 2002). Nankervis et al 2012) state that Organisational outcomes such as profitability, productivity, return on investment, efficiency, and competitiveness are often mentioned when examining the relationship between employee performance and organisational effectiveness. The purpose of evaluating is to determine the effectiveness of a program (Kirkpatrick, 1998). After evaluation of training is complete, an organisation hopes that the results are positive and fulfilling, both for those responsible for the program and for upper-level managers who will make decisions based on their evaluation of the program (Kirkpatrick, 1998). In some organizations, quality work culture is essential to ensure that employees served a better service to the customers (Ali *et al.,* 2015).

2.3.3. Organisational Performance

The extent of the objectives to be achieved is used as a key indicator of organisational performance (Ruiz-Mercader et al 2006). According to Dess and Robinson (1984) perceived measures of performance can be a feasible alternative for objective performance measures. Furthermore, this kind of organisational performance has already been associated with information technology research(Wang, 2003) as well as with learning in organisations (Bontis Crossan and Hulland, 2002).Increased competition

has motivated many senior managers in manufacturing organisations to evaluate their competitive strategies and management practices with main objective of enhancing organisational performance (Terziovski, and Samson, 1999).Organisational learning has been defined as the shared understanding within the organisation which is translated into its products, systems, structures, procedures and strategy (Ruiz-Mercader *et al.,* 2006). Ali *et al.,* (2015) argue that organizations take mostly altered approaches to developing quality work culture implying that some organisations consider quality work culture to be the most important aspect of the business while other consider quality work culture vital for ensuring that customers receive the best service from employees. According to Maletič and Gomišček 2016) research on corporate sustainability has enhances the comprehension of how organisations can integrate sustainability challenges into their strategy (Moore and Manring,2009), and whether and under which conditions doing so may pay off financially (Siegel, 2009; Salzmann et al, 2005).Furthermore, business leaders perceive corporate sustainability as an opportunity rather than a obligation, which ultimately redefines the way that businesses interpret and create value (Ludema Laszlo & Lynch, 2012;Maletič *et al.,* 2016).Maletič and Gomiscek (2016) further argue that organisational performance comprises of financial and non-financial performance processes such as assessing the improvement of products and services over a specified period of time, increase in customer satisfaction, customer complaints and the cost of poor quality products (Macedo,Pinho,& Silva, 2016).

Deriving from both relevant literature and exploratory research,several measures of performance are used. These measures can be either financial or non-financial. Financial measures include volume of gross income, growth in income, size of profit/surplus and financial equilibrium. In addition, non-financial measures comprise the following

items:quality of working environment; increased rate of beneficiaries/funders; increased service quality; increased rate of service delivery, level of competence of collaborators, and degree of perceived image or reputation of the department(Macedo, Pinho, & Silva, 2016).

2.4. Conceptual Model and Hypothesis Statement

Below is the proposed conceptual model. In this conceptual model, leadership quality is the predictor variable while monitoring and evaluation effectiveness is the mediating variable. Organisational performance is the sole outcome variable.

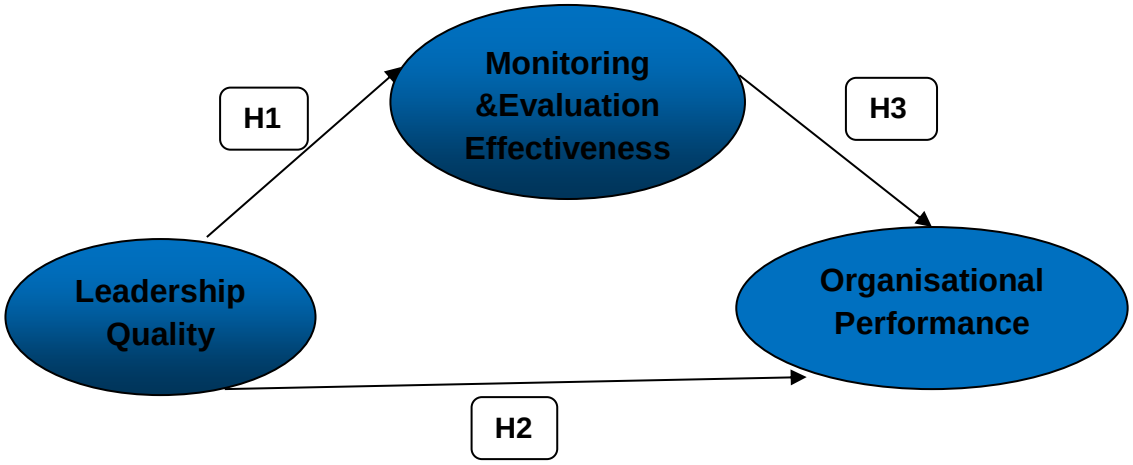


Figure 1: Conceptual Model

2.5. Hypothesis Development

2.5.1. Leadership quality and monitoring and evaluation effectiveness

Santos *et al.,* (2015) posit that leadership is directly and positively associated with effectiveness. However Santos *et al.,* (2015) further argue that this relationship is mediated by a strategy clarification function. Santos *et al.,* (2015) sort to establish whether leadership training was a useful tool for improving effectiveness of teams in organisations. According to Bass & Riggio (2006) and Ali *et al.,*(2015) they viewed

transformational leadership as leaders who stimulate and inspire employees to both achieve extraordinary results and, in the process, develop their own leadership ability. Therefore, deducing from the literature and the empirical evidence mentioned above, the study hypothesises that:

H1: There is a positive relationship between leadership quality and monitoring and evaluation effectiveness

2.5.2. Leadership quality and organizational performance

Santos *et al.,* (2015) suggest that leadership improves the performance of an organisation through enhancing the performance of teams in organisations. Deeboonmee & Ariratana (2013) suggest that strategic leadership of an organisation's administration leads to effectiveness in performance. According to von Thiele Schwarz, Hasson, and Tafvelin (2016) argued that prior research has consistently revealed that leadership is an important antecedent of employee safety perceptions, attitudes behaviors and outcomes including safety participation, compliance and climate (Clarke, 2013; Kapp, 2012; Kelloway and Barling, 2010; Lu and Yang, 2010; Zohar, 2002, 2010). Ali, Jangga, Ismail, Kamal, and Ali (2015) state that transformational leaders may motivate their subordinates to develop their full potential and to transcend their individual ambitions for the benefit of the organization.Strategic leadership approach ultimately leads to progress of an organisation (Deeboonmee & Ariratana, 2013).Arsezen-Otamis, Arikan-Saltik and Babacan (2015) argue that leadership leads to organisational performance. However the relationship between leadership and performance is moderated by affective organisational commitment (Arsezen-Otamis*et al.,* 2015). Therefore, inferring from the literature and the empirical evidence mentioned above, the study hypothesises that:

H2: There is a positive relationship between leadership quality and organizational performance

2.5.3. Monitoring and evaluation effectiveness and organizational performance

Work evaluation is widely regarded as the most effective outcome for facilitating organisations in predicting reward member behaviour (Chen, Yuan, Cheng & Seifert, 2016). Chen *et al.,* (2016) add that employees become more accountable for their job performance. Chen *et al.,* (2016) suggest that the effects of employees personal feelings of accountability had mediating effects on both transformational leadership and core self-evaluation on task performance. Rahman & Bullock (2005) suggest that financial performance, a quality program and revenue growth leads to increased organisational performance. Rahman & Bullock (2005) further argue that these studies have indicated that only a few of the soft aspects of total quality management such as human actions like commitment and team work contribute to organisational performance. Rahman& Bullock (2005)futher emphasise the use of teams, personal training and a customer oriented approach as essential to organisational performance. Hang Chan (2009) posit that organisational performance is dependent on market valuation, productivity and return on equity. Hang Chan (2009) further add that human capital, structural capital and physical capital are elements that play a major role on organisational performance however the impact of these elements is regulated by the size of the firm and the amount of debt (firm leverage) owed by that firm. Organizational research measures an individual's performance in terms of his or her job performance behaviours (Carter, Carter & Armenakis, 2013).Regarding these social influence processes, transformational leaders, for example, assist their followers in enhancing their social identification and self-concept (Chen *et al.,* 2016). Additionally Chen et al., (2016) established that direct

and positive relationships between accountability and task performance suggest that managers can directly shape their workplace environments to benefit their subordinates, thus refining their perceptions of accountability and subsequently accomplishing a higher level of job performance.Therefore, inferring from the literature and the empirical evidence mentioned above, the study hypothesises that:

H3: There is a positive relationship between monitoring and evaluation effectiveness and organisational performance

Summary of Chapter Two (2).

The chapter consists of three sections i.e. a description of the theoretical grounding; a review of empirical literature for the research constructs and conceptual model and hypotheses development. It begins with an account of the theory of relational cohesion followed by the grounding of the research work in the theory. What follows is a review of literature for each construct of the study i.e. leadership quality, monitoring and evaluation effectiveness and organisational performance. The chapter sums up with a depiction of the research model with the hypothesized relationships indicated followed by the development of the hypothesized relationships which were further substantiated.

CHAPTER THREE (3): RESEARCH DESIGN AND METHODOLOGY

3.1. Introduction

A cross examination of the existing literature defines research as the systematic investigation into and study of materials and sources in order to establish facts and reach new conclusions. Methodology on the other hand is 'a system of broad principles or rules from which specific methods or procedures may be derived to interpret or solve different problems within the scope of a particular discipline'. This unit of the study will reflect on the approach to be utilised in the proposed study. This reflection will include the following characteristics: research design, population, sampling procedure, sample size, sampling procedure, data collection and data instruments, data analysis and interpretation, delimitation of the study and ethical considerations

3.2. Research Design

Research design is "a master plan that specifies the methods and procedures for collecting and analyzing the needed information" (Zikmund et al., 2010, p. 66). According to Mouton (1996:107), research design is "a set of guidelines and instructions to be followed in addressing the research problem" while Carriger (2000) defines it as the strategy, the plan, and the structure of conducting a research project. The goal of the research design is to align how the research objective will be achieved, bearing in mind the real concerns and limitations of the project (Mouton & Marais, 1994:32). The value of a research is heightened by a good grasp of a research design as it updates the rationale and lays the foundation for the plan of a research project. Clear reasoning or logic (both deductive and inductive) as well as common sense are essential for the administration of the whole research effort (Carriger, 2000).

Furthermore, a research design seeks to answer these questions - is the research design reliable, realisable and carefully clarified – in other words, is it logical? Research design must be implemented on these grounds: the research design will obtain appropriate evidence and it will do so with at most efficiency so as to secure useable, unbiased and precise answers to the research questions (Hair et al, 2003). A research design will typically include:

- How data is to be acquired
- What instruments will be employed
- How the instruments will utilised and
- The intended means for analysing data collected

3.3. Quantitative research

With reference to the purpose of the study as well as its objectives, the study will be classified as quantitative and descriptive research as it seeks to apply the scientific method in search for the accuracy of the public sector issues. The quantitative methodology permits examination of data to pinpoint and confirm correlations among variables of interest (Hair et al., 2007). This research design facilitates easy data collection which describes the features of the matter of interest (Hair et al., 2007).The basis of this methodology is to "describe characteristics of object, people, groups, organisations, or environments; descriptive research tries to address who, when, where, and how questions" (Zikmund et al., 2010:55).

3.4. Population

Population (as denoted by N) for research is an identifiable group of individuals under study (Goodwin, 2012). Population refers to "all the elements (individuals, objects or substances) that meet certain criteria for inclusion in a given universe" (Burns & Grove, 2005:40). The population must include the entire group to which one wishes to extrapolate certain conclusions. The identification of the study population is necessary for the formulation and running of any trial (Hair et al., 2007).

In the case of this study, there are 3 critical players whom the focus should be on, these are monitoring and evaluation practitioners who play an advisory role to management, these are key to get their views regarding their assessment of management responses to their recommendations. The point of service delivery within DAFF is in directorates, it is in directorates where the budget for strategic plan targets and personnel for undertaking tasks are situated, it is against this background that directors of DAFF particularly in units that have been audited over the years, are target population whom questionnaires will be developed for in order to ascertain the level in which monitoring and evaluation

support together with decision making by management impact on their units performance.

Lastly it is important to find out from Deputy Director Generals who are members of highest decision making structure, to ascertain to what extent their decision making is enhanced by monitoring and evaluation recommendations and what is needed to reach good organisational performance. Directorates that will be sent questionnaires are from Food security and Agrarian Reform together with Agricultural Production, Health and Food Safety due to them been audited for the past 3 financial years and also some directorates from other branches which have not been having targets in the annual performance plans to compare attitude towards monitoring and evaluation, organisational performance and leadership quality.

Directors in directorates directly dealing with different areas of performance management will also be interacted with, these include strategic planning, employee development, internal audit, budgeting and risk management.

3.5. Sampling Frame

The target population has been clearly defined and identified; the next step will then be to determine a suitable list of the population, called the sample frame. A sample frame is a list of all elements from which the sample may be drawn (Zikmund et al., 2010:55).

3.6. Sample Size

Sample size (denoted by n) is the number of observations used for calculating estimates of a given population (Smith, 2004). The sample size influences the accuracy of estimation, but generally, a large sample size can help minimise sampling errors and improve generalising of research findings (Yang et al., 2006). The purpose of taking samples is to decrease costs and time by letting investigators to predict data about the entire population, without having to inspect each member of the population. A good sample has two main properties: representatively and adequacy (Singh, 1986:604). In this study, sampling is done basically to achieve broad objective. It is done to estimate a population parameter or to test a hypothesis. The sample size plays an important role in

determining how closely the sampling distribution represents the normal distribution (Singh, 2007:115). It also indicates whether the study is feasible or not. During the review phase, it reassures the reviewers that, not only is the study feasible, but that resources are not being wasted by recruiting more subjects than is necessary. The minimal required sample size will be set at 100 respondents.

3.7. Sampling Method

According to Yang et al., (2006) research objectives and questions usually determine the sampling frame as to who gets sampled or what to sample, resulting in two different sampling techniques i.e. probability and non-probability sampling. A sampling frame is "a comprehensive list of elements from which a sample is drawn" (Hair et al., 2007:173) or it may refer to the researched environment (Pedhazur & Schmelkin, 1991) and the subjects used in a study (Yang et al., 2006). Subjects will be asked to fill in a questionnaire in points of purchase (PoPs).

This study used non-probability convenience sampling method. Non-probability sampling is a process in which participants have an unknown chance of being part of the sample (Goodwin, 2012). Convenience sampling is a method of drawing representative data by selecting people because of the ease of their volunteering or selecting units because of their availability or including the selection of the most easily accessible respondents (Goodwin, 2012). This method allows a researcher to get many questionnaires completed fast and economically (Zikmund et al., 2010).

3.8. Measurement Instruments

Questionnaires were developed to collect data amongst monitoring and evaluation practitioners within DAFF, management of 2 branches that have been audited consistently for the past 3 financial years and directorates from other branches that have not been having Annual Performance Plan targets. Some Deputy Director Generals which are part of highest decision making structure were also interacted with. This type of data collection means that quantitative research methodology was applied. (Powell and Connaway, 2004:3). The reason for choosing this method is to ensure that a wider

and in depth response is obtained as much as possible to enrich the process of analyzing responses.

The questionnaire comprised of two different sub-sections. The first section contained data on demographic information or profile data. The second section consisted of accounts or statements concerning the variables to be studied: leadership quality, monitoring and evaluation effectiveness and organizational performance.A set of measurement instruments adapted from previous researcher used to measure each of the research variables. All the instruments were measured using a 5-point Likert scale - anchored from 1 is strongly disagree and 5 is strongly agree.

3.9. Data Collection Method

First of all, the collected data was coded in an Excel spreadsheet prior to any analysis.The proposed study employed primary data collection method. Primary data was gathered by using a self-administered survey questionnaire in which respondents were expected to take responsibility for going through the questionnaire while answering the questions. In order to get a representative sample of respondents, the survey questionnaires was disseminated to all staff members of the Department of Agriculture, Forestry and Fisheries in South Africa.

3.10. Data analysis and interpretation

Data analysis is a process of reducing large amounts of collected data to make sense of them (Goodwin, 2012). It also includes an application of reasoning to comprehend and construe the data that has been collected (Zikmund et al., 2010:163). There are basically three things that occur during data analysis and they include organizing data, reducing data through categorisation and summarisation as well as linking patterns and themes in the data (Yang et al., 2006) To create meaning and interpretation of the information collected, data was analysed by using the structural equation modeling approach. In particular, AMOS Statistical Software was been used in this study.

3.11 Structural Equation Modeling Approach

3.11.1. Reliability and validity of measurement scales

Reliability and validity both relate to the logic and accuracy of a test (Wilckens, 2010). Reliability necessitates improved equivalent investigation, whereas validity examines the question of whether or not the investigation is done to properly answer the research questions being asked; that is to ask if the experiment is logically valid (Wilckens, 2010).

The proposed study used confirmatory factor analysis to check internal consistency of the research constructs as well as reliability of the measurement items. Precisely stated, factor loading, Composite Reliability (CR) values and Cronbach's alpha values were evaluated using AMOS 23 statistical software. Discriminant and convergent validity of the research constructs were also measured by using the average variance extracted and assessing the inter-construct correlation matrix values.

3.11.2. Confirmatory Factor Analysis (CFA)

Confirmatory factor analysis was used in obtaining the standard regression weights (factor loadings). The standardised regression weights were used to generate the Composite Reliability values and the Average Variance Extracted (AVE) values for assessing reliability and validity. In addition to that, CFA generates Model fit indicators, for example, the Chi-squared test, Goodness of Fit Index, Augmented Goodness of Fit Index, Normed Fit Index, Incremental Fit Index, Tucker-Lewis Index, Composite Fit Index and the Random Measure of Standard Error Approximation. These Model fit indicators assess the extent to which the conceptual model fits the collected data.

3.11.3. Path Modelling

This aspect provides a description of the associations between measured variables and theoretical constructs (Roche et al., 2011). It also tests the structural paths of the hypothesised research model. Path modelling was performed for the conceptual research model. The path coefficients and P-values were used to determine whether the posited hypotheses will be rejected or accepted. The path coefficients indicate the

strength of the relationship between research variables while the p-values indicate the significance level of the relationship between research variables.

Summary of Chapter Three (3).

The chapter described the methodology adopted in the current study. The chapter was structured with three main headings i.e. research methodology and design and data analysis. Firstly, a detailed explanation of the methodology and design applied as well as the sampling design was given. The method to be employed for data analysis including the approach in which data was analysed was highlighted under data analysis. In the next chapter the results and findings elicited through data analysis are presented.

CHAPTER FOUR (4): DATA ANALYSIS & RESULTS

4.1. Introduction

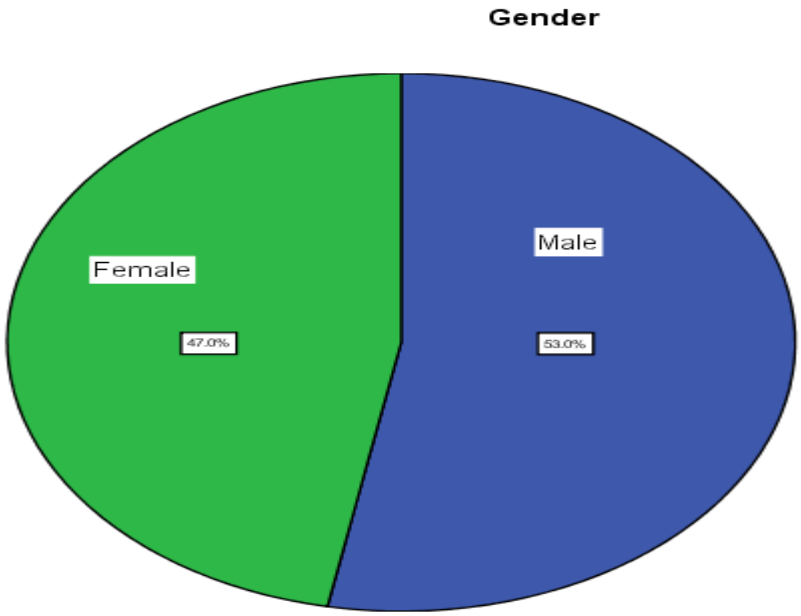
This Chapter will provide the results for demographic data, measurement instrument reliability and validity and the path modelling statistics. The Chapter has two main divisions. The first section will provide descriptive statistics for both the demographic data and the measurement instruments. The second section will provide the results for hypotheses testing. In particular, the confirmatory factor analysis (CFA) and path modelling will be presented in this section.

4.2. Demographic Data Descriptive Results

Demographic Data

Table 4.1: Gender

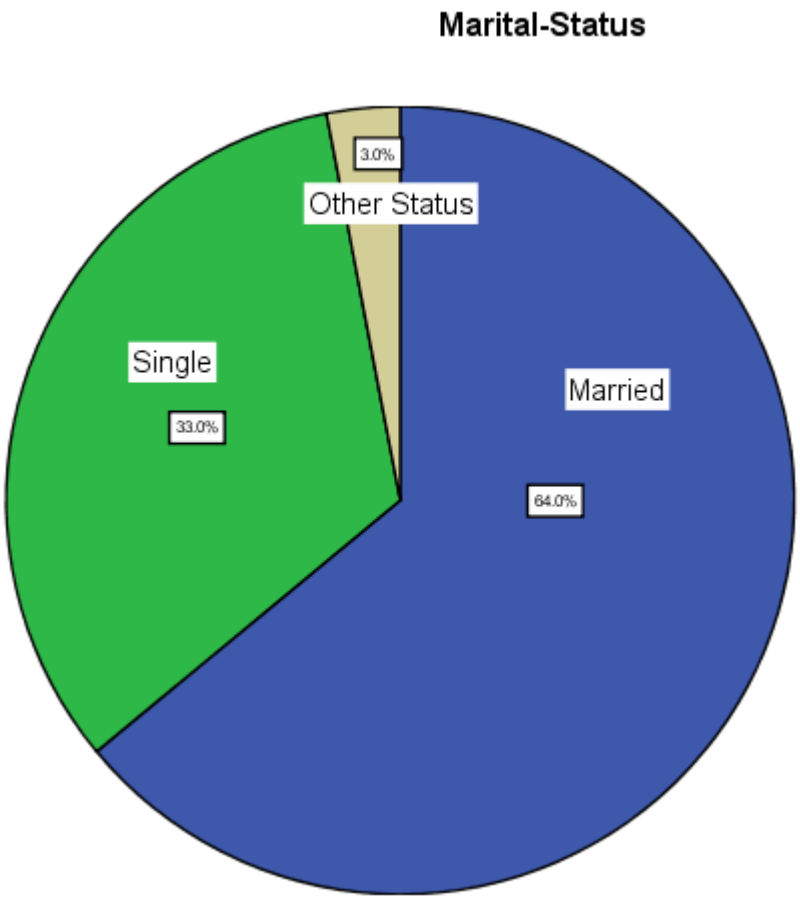
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	53	53.0	53.0	53.0
	Female	47	47.0	47.0	100.0
	Total	100	100.0	100.0	



As observed in Table 4.1, an illustration of the gender in the sample. 53 out of 100 participants were males constituting 53% compared to females who made 47 out of 100 participants resulting in 47%.

Table 4.2: Marital-Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	64	64.0	64.0	64.0
	Single	33	33.0	33.0	97.0
	Other Status	3	3.0	3.0	100.0
	Total	100	100.0	100.0	



As can be seen in Table 4.2, above is an illustration of the marital status of participants. Most of the participants were married and represented 64% (64out of 110) of the total sample. On the other hand single participants represented 33% (33 out of 100) of the total sample.

Table 4.3: Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	26 - 35 Years	14	14.0	14.0	14.0
	Above 35 Years	86	86.0	86.0	100.0
	Total	100	100.0	100.0	

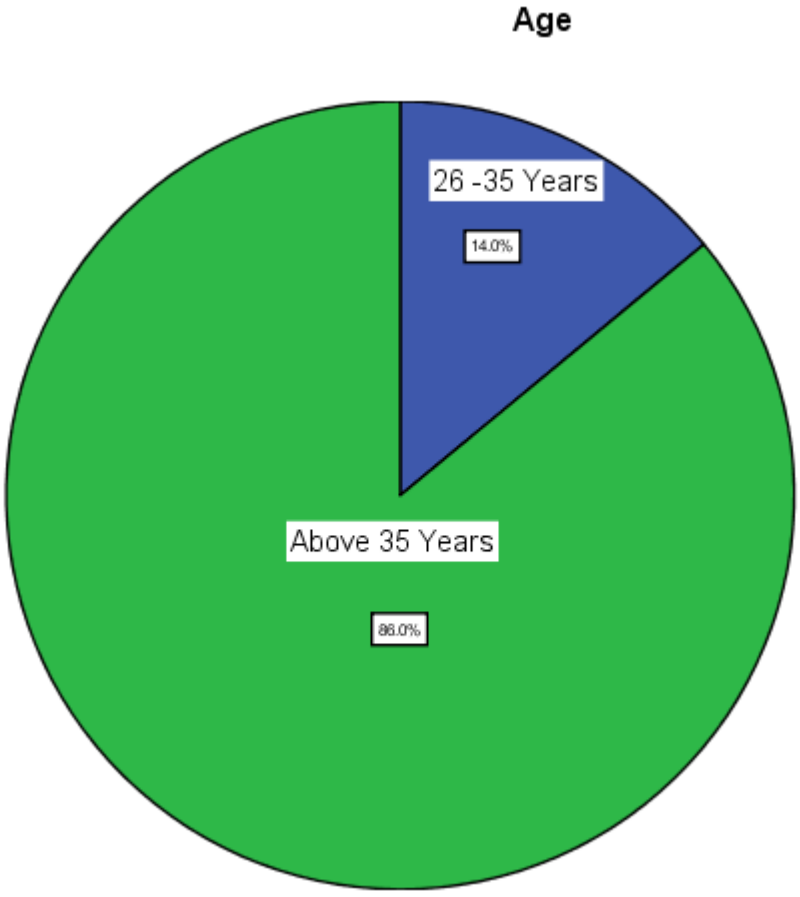


Table 4.3, is an illustration of the respondents' age. Most of the respondents' were above 35 years of age and represented 86% of the sample compared to 14% who were between 26 and 35 years of age.

Table 4 4: Qualifications

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	9	9.0	9.0	9.0
	Degree	31	31.0	31.0	40.0
	Postgraduate Degree	60	60.0	60.0	100.0
	Total	100	100.0	100.0	

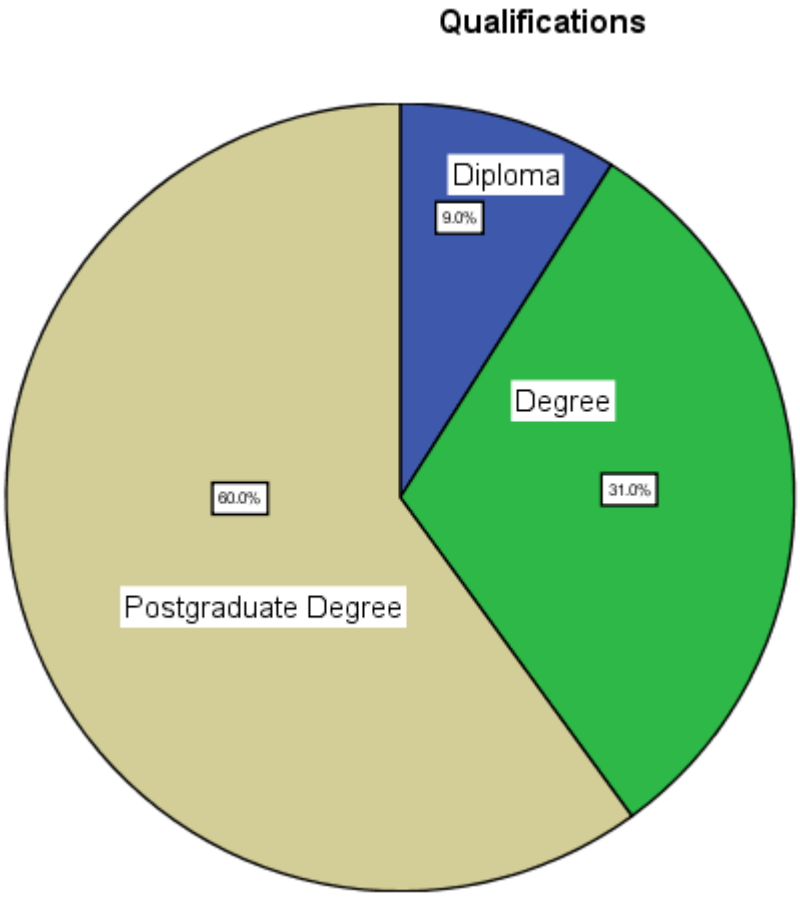


Table 4.4, above is an illustration of the participants' qualifications. Most of the participants had a National Diploma and represented 39.3% of the total population. These were followed by those who had Matric representing 30.8%, those who had a University Degree representing (24.8%) and finally those who had Postgraduate Degree representing 5.1% of the total sample.

Table 4.5: Management-Level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	First Line Management	1	1.0	1.0	1.0
	Middle Management	37	37.0	37.0	38.0
	Top Management	51	51.0	51.0	89.0
	Other Levels	11	11.0	11.0	100.0
	Total	100	100.0	100.0	

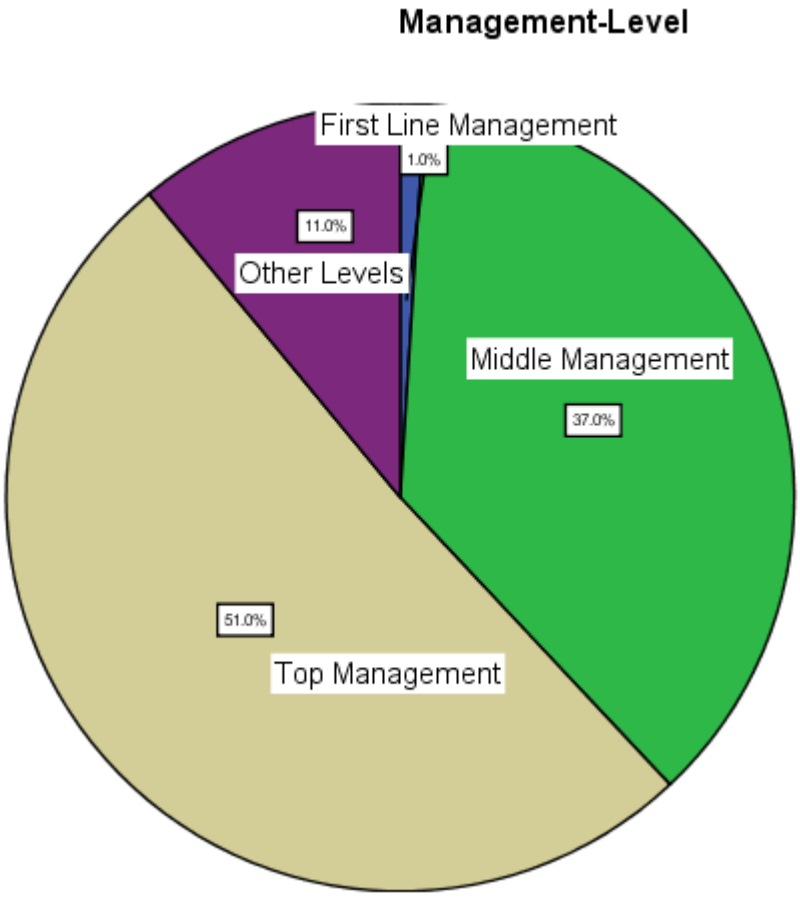


Table 4.5, is an illustration of the respondents' level in management. 51 out of total 100 were in senior management (top management) representing 51% of the population. These were followed by those in middle management represented by 37% while other officials who are in lower levels but work in important areas of performance including auditing, data management, project management made 11%.

4.3. Measurement Instruments Descriptive Statistics

Table 4.6: The leadership in the Department of Agriculture, Forestry and Fisheries (DAFF) conducts their personal life in an ethical manner

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	3.0	3.0	3.0
	Disagree	17	17.0	17.0	20.0
	Neutral	60	60.0	60.0	80.0
	Agree	18	18.0	18.0	98.0
	Strongly Agree	2	2.0	2.0	100.0
	Total	100	100.0	100.0	

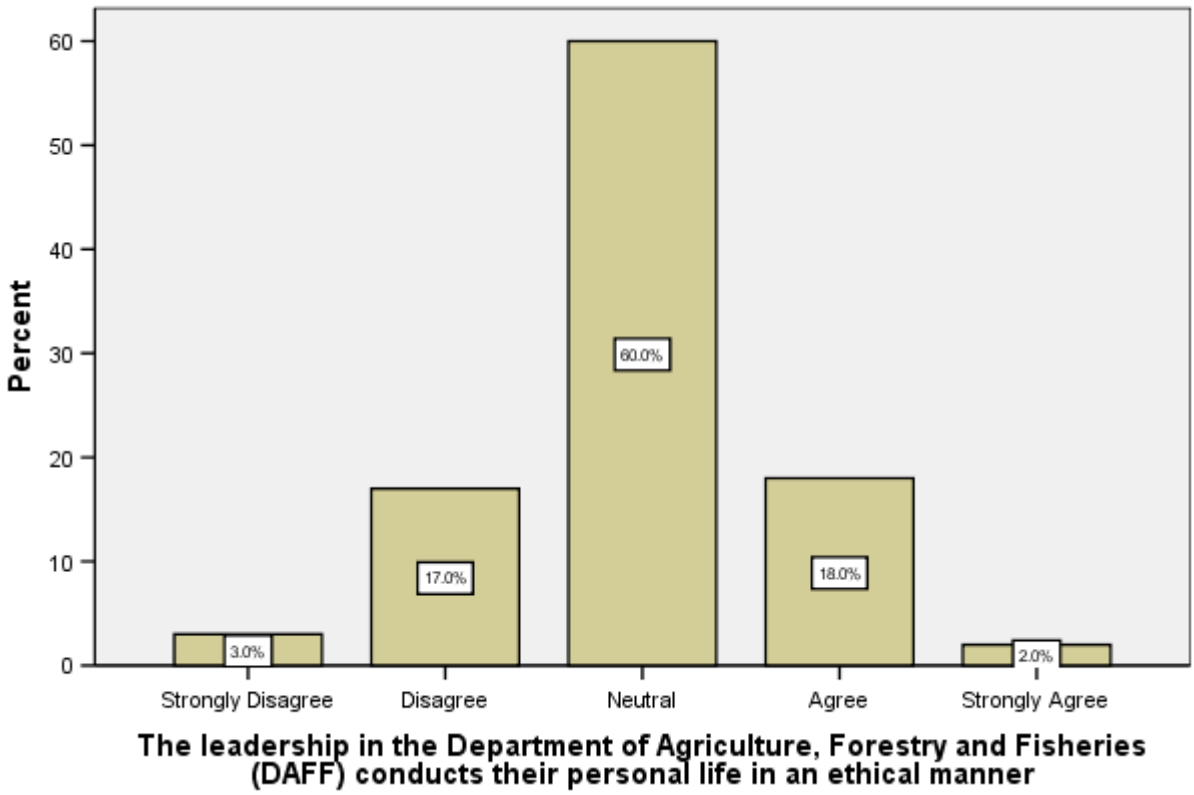


Table 4.6 above illustrates the statement if "The leadership in the Department of Agriculture, Forestry and Fisheries conducts their personal life in an ethical manner" Most of the participants were neutral on this question and represented 60% of the total sample and those agreeing with the statement representing 18% of the total sample while those disagreeing represented 17%.

Table 4.7: The leadership in the Department of Agriculture, Forestry and Fisheries (DAFF) defines success not just by results but also the way that they are obtained

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	14	14.0	14.0	14.0
	Disagree	41	41.0	41.0	55.0
	Neutral	28	28.0	28.0	83.0
	Agree	13	13.0	13.0	96.0
	Strongly Agree	4	4.0	4.0	100.0
	Total	100	100.0	100.0	

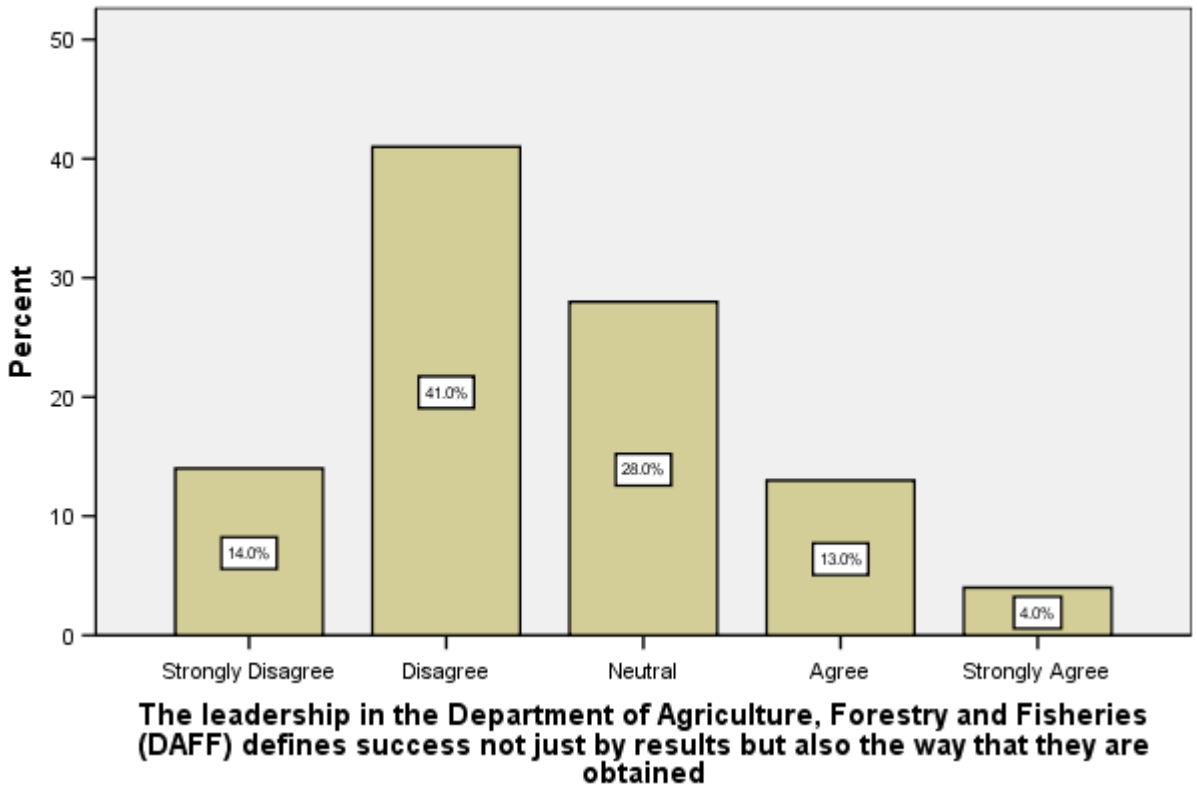


Table 4.7, above illustrates the statement "The leadership in the Department of Agriculture, Forestry and Fisheries (DAFF) defines success not just by results but also the way that they are obtained". Most of the participants disagreed with the statement and represented 41% of the total sample. These were followed by those who were neutral (28%), those that strongly disagree (14%) and finally those who strongly agreed with the statement representing 4% of the total sample.

Table 4.8: The leadership in the Department of Agriculture, Forestry and Fisheries (DAFF) listens to what the project team members/subordinates say

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	8	8.0	8.0	8.0
	Disagree	38	38.0	38.0	46.0
	Neutral	27	27.0	27.0	73.0
	Agree	22	22.0	22.0	95.0
	Strongly Agree	5	5.0	5.0	100.0
	Total	100	100.0	100.0	

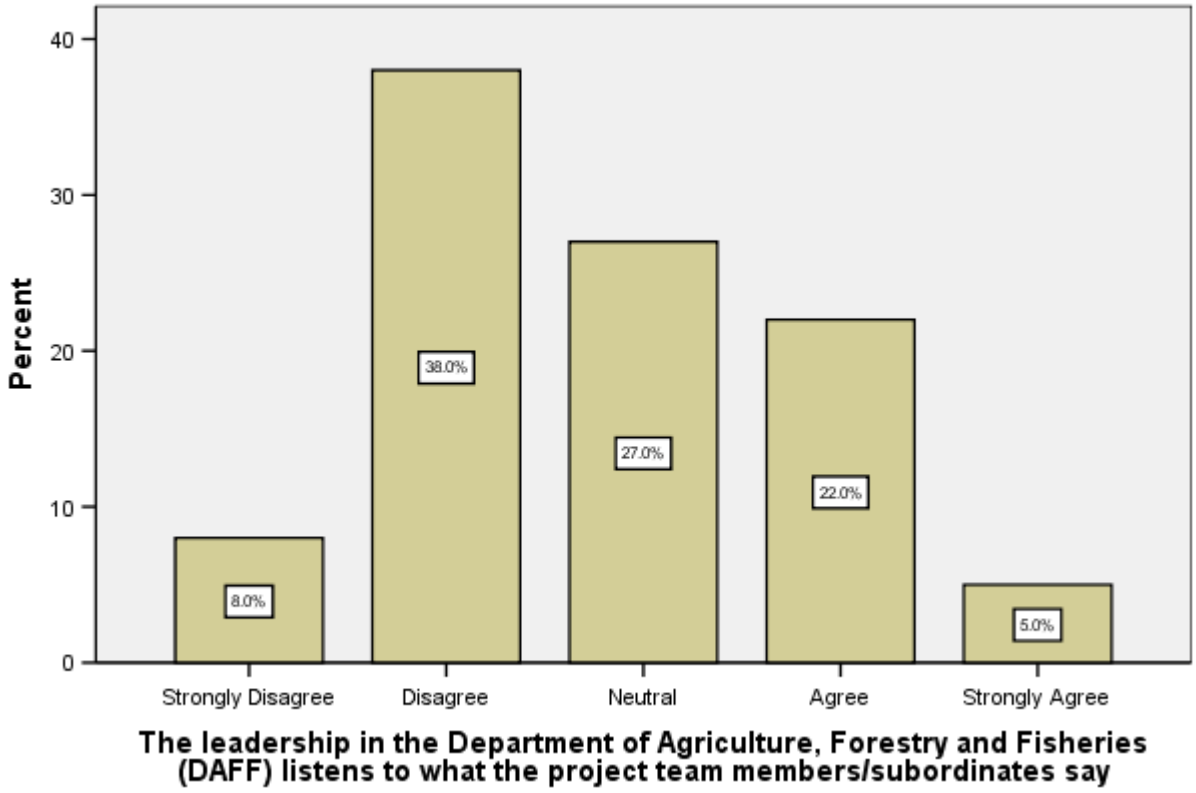


Table 4.8 above illustrates the statement "The leadership in the Department of Agriculture, Forestry and Fisheries (DAFF) listens to what the project team members/subordinates say" .Most of the participants disagreed with the statement and represented 38% of the total sample. These were followed by those who stayed neutral (27%), those agreed (22%), strongly disagree (8%) and finally those who strongly agreed with the statement representing 5% of the sample.

Table 4.9: The leadership in the Department of Agriculture, Forestry and Fisheries (DAFF) disciplines project team members/subordinates who violate ethical standards

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	14	14.0	14.0	14.0
	Disagree	30	30.0	30.0	44.0
	Neutral	34	34.0	34.0	78.0
	Agree	22	22.0	22.0	100.0
	Total	100	100.0	100.0	

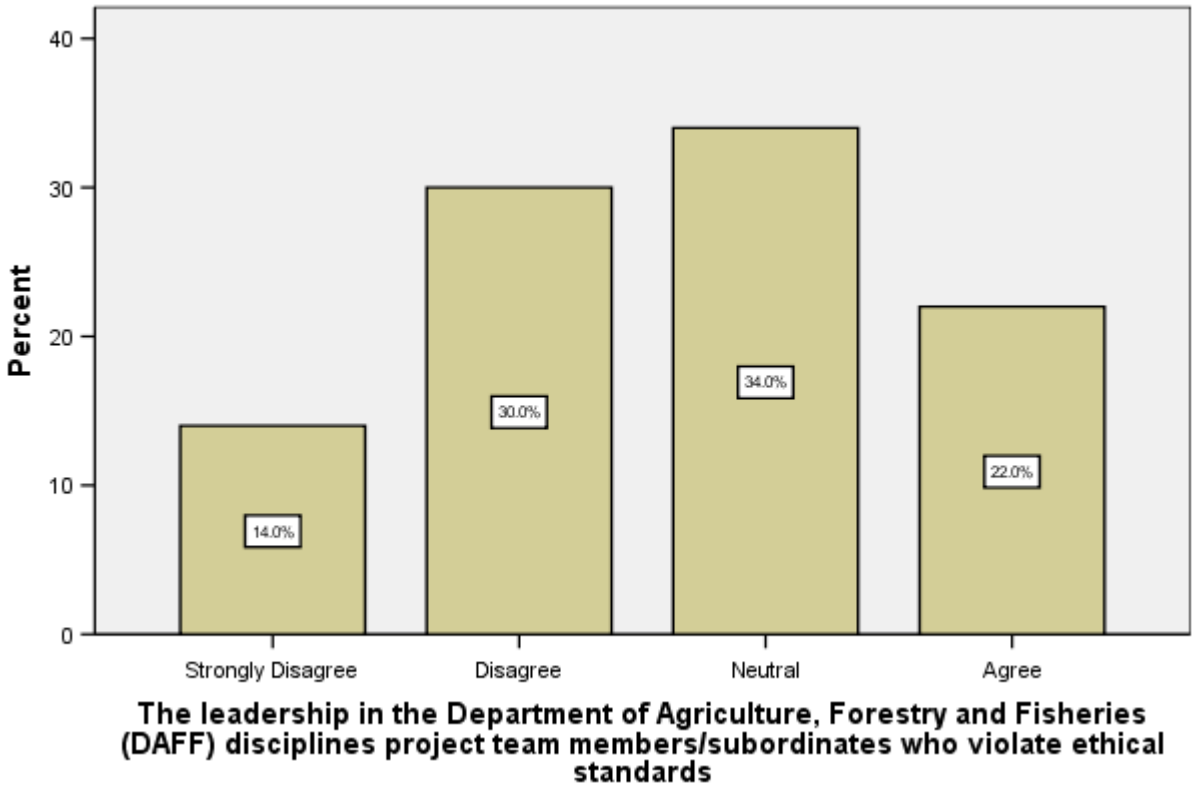


Table 4.9 above illustrates the statement "The leadership in the Department of Agriculture, Forestry and Fisheries (DAFF) disciplines project team members/subordinates who violate ethical standards" Most of the participants were neutral on the question representing 34% of total sample. These were followed by those disagreed with the statement representing 30% of the sample, followed by those agreed (22%) and finally 14% participants strongly disagreed.

Table 4.10: The leadership in the Department of Agriculture, Forestry and Fisheries (DAFF) makes fair and balanced decisions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	27	27.0	27.0	27.0
	Disagree	30	30.0	30.0	57.0
	Neutral	29	29.0	29.0	86.0
	Agree	14	14.0	14.0	100.0
	Total	100	100.0	100.0	

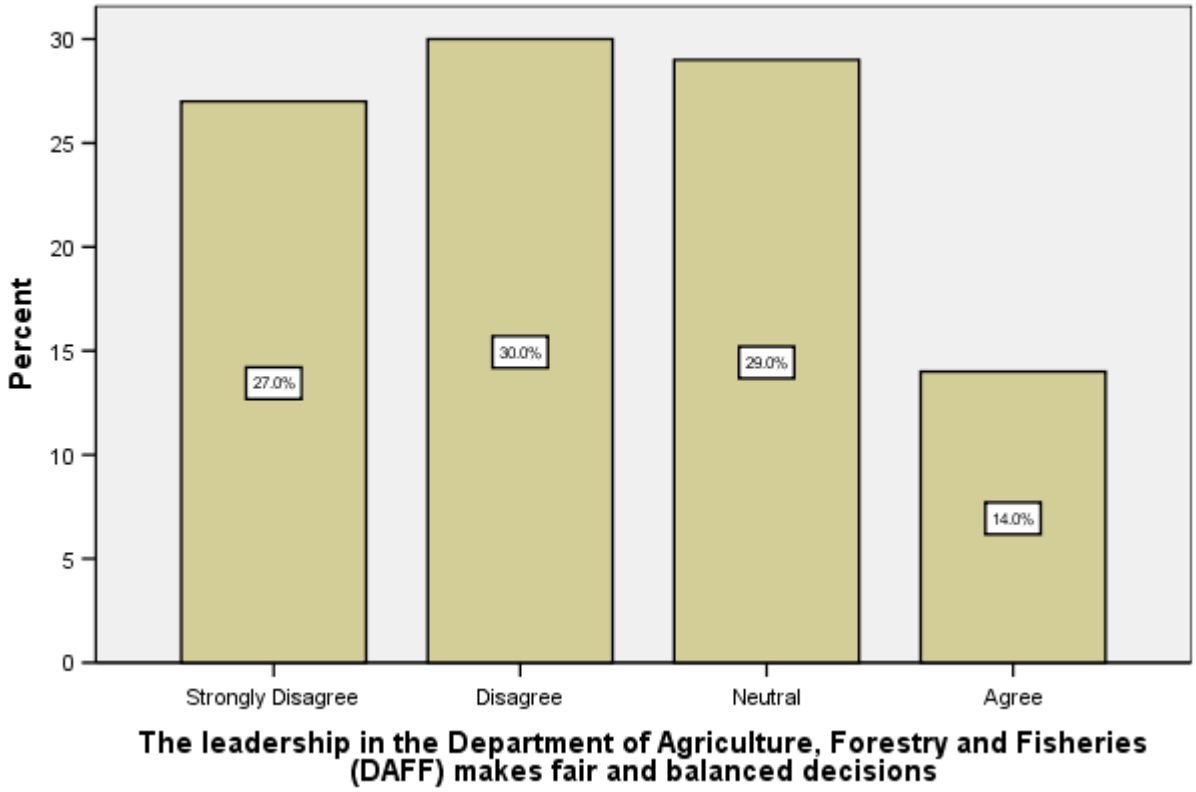


Table 4.10 above illustrates the statement "The leadership in the Department of Agriculture, Forestry and Fisheries (DAFF) makes fair and balanced decisions". Interestingly views were almost balanced between those disagreeing with those who were neutral, most of the participants disagreed with the statement and represented 30%,neutral (29%),strongly disagreed(27%) and finally those who agreed with the statement representing 14% of the sample.

Table 4.11: The leadership in the Department of Agriculture, Forestry and Fisheries (DAFF) can be trusted

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	16	16.0	16.0	16.0
	Disagree	34	34.0	34.0	50.0
	Neutral	36	36.0	36.0	86.0
	Agree	14	14.0	14.0	100.0
	Total	100	100.0	100.0	

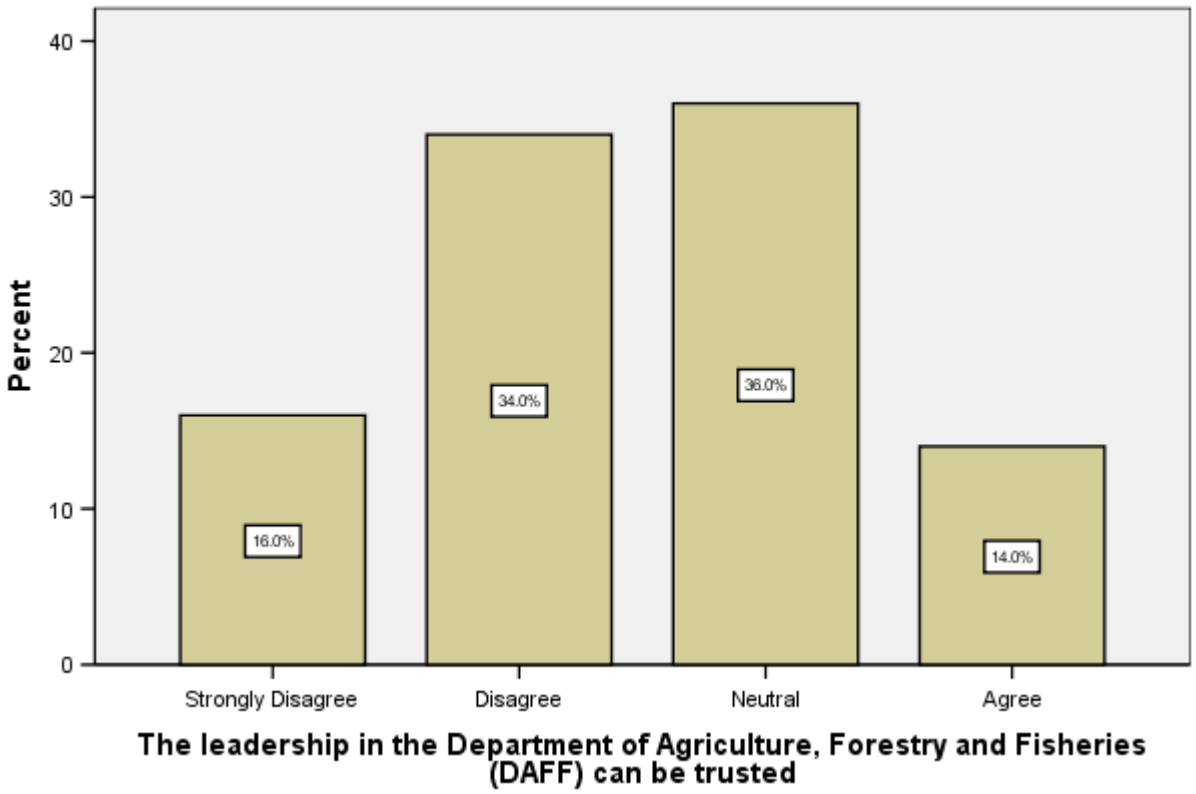


Table 4.11, above illustrates the statement "The leadership in the Department of Agriculture, Forestry and Fisheries (DAFF) can be trusted" Most of the participants were not willing to commit themselves and remained neutral (36%). These were followed by those disagreed (34%), strongly disagreed (16%) and finally those who agreed with the statement representing 14% of the sample.

Table 4.12: The leadership in the Department of Agriculture, Forestry and Fisheries (DAFF) discuss organisational ethics or values with subordinates/project members

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	8	8.0	8.0	8.0
	Disagree	39	39.0	39.0	47.0
	Neutral	32	32.0	32.0	79.0
	Agree	21	21.0	21.0	100.0
	Total	100	100.0	100.0	

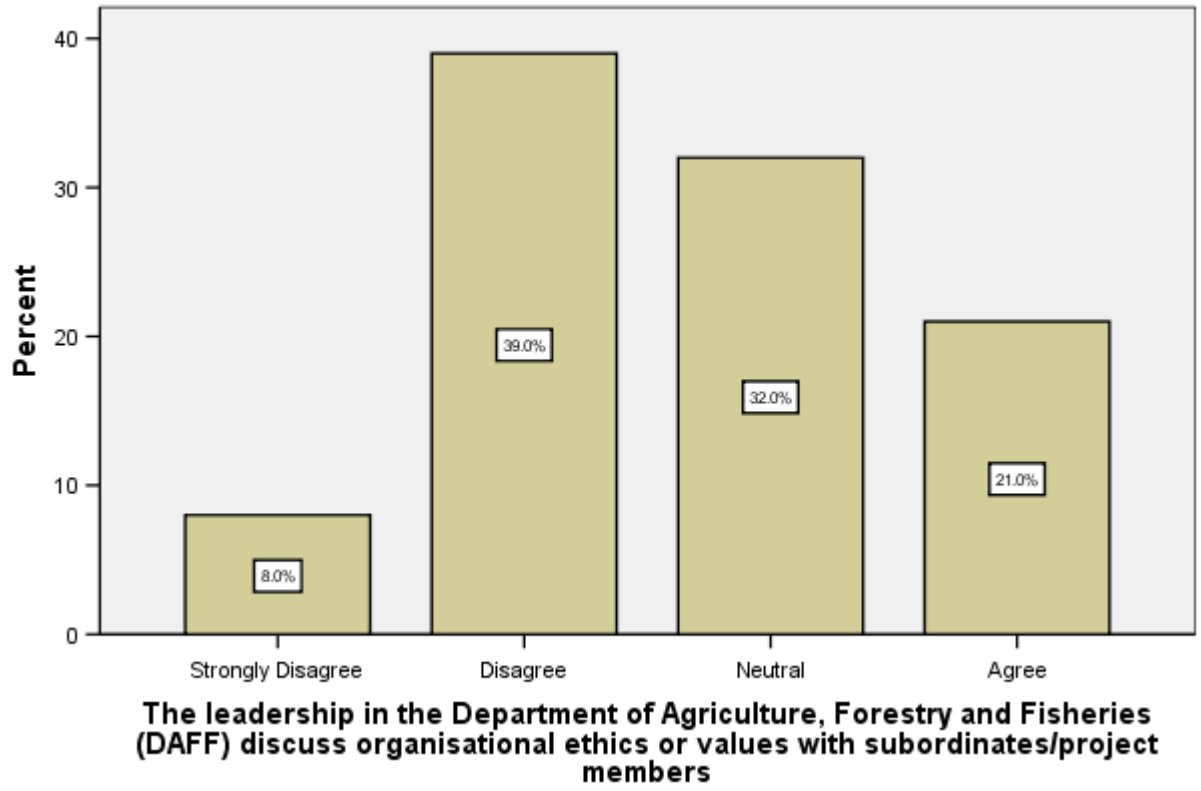


Table 4.12, above illustrates the statement "The leadership in the Department of Agriculture, Forestry and Fisheries (DAFF) discuss organisational ethics or values with subordinates/project members." Most of the participants disagreed with the statement and represented 39% of the total sample. 32% of total sample remained neutral, followed by those agreed (21%) and finally those who strongly disagreed with the statement representing 8% of the sample.

Table 4.13: The leadership in the Department of Agriculture, Forestry and Fisheries (DAFF) set an example of how to do things the right way in terms of ethics

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	14	14.0	14.0	14.0
	Disagree	32	32.0	32.0	46.0
	Neutral	46	46.0	46.0	92.0
	Agree	8	8.0	8.0	100.0
	Total	100	100.0	100.0	

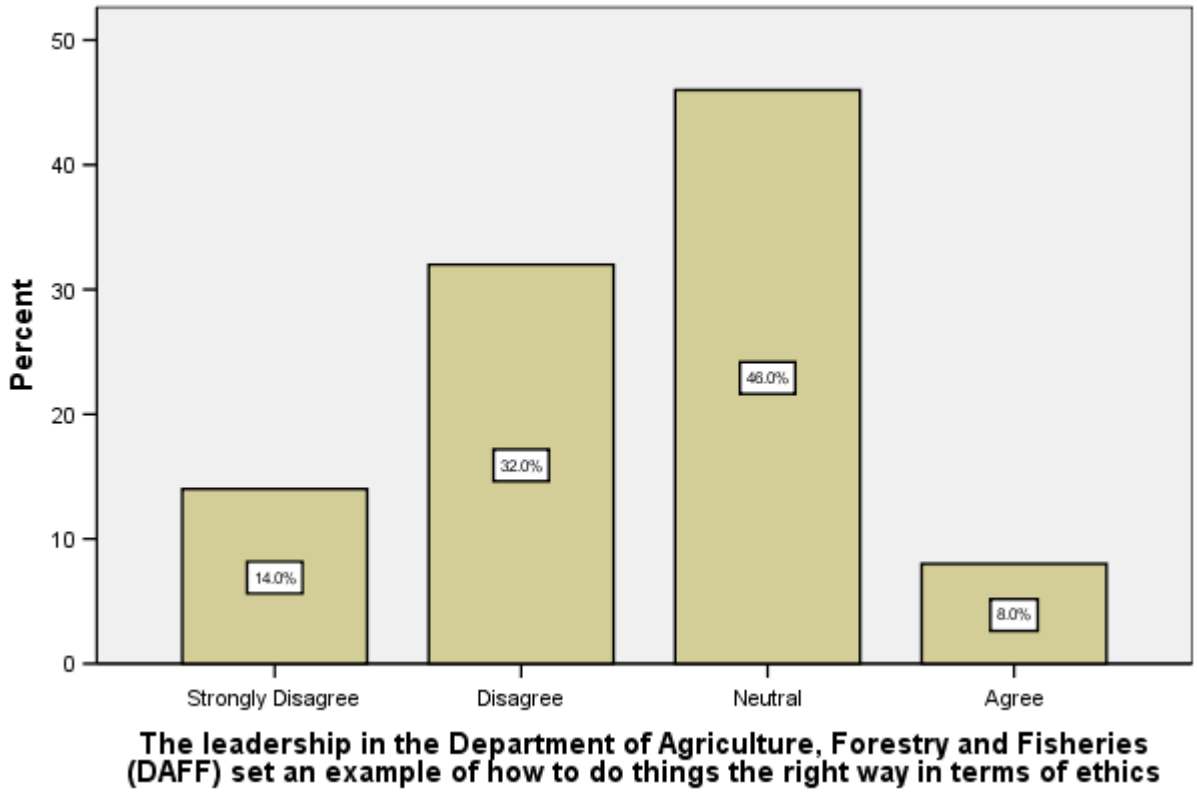


Table 4.13 above illustrates the statement "The leadership in the Department of Agriculture, Forestry and Fisheries (DAFF) set an example of how to do things the right way in terms of ethics." Most of the participants remained neutral with the statement and represented 46%% of the total sample. These were followed by those disagreed (32%) and strongly disagreed (14%) and finally those who agreed with the statement representing 8% of the sample.

Table 4.14: The leadership in the Department of Agriculture, Forestry and Fisheries (DAFF) have the best interests of the project team members/ subordinates

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	6	6.0	6.0	6.0
	Disagree	22	22.0	22.0	28.0
	Neutral	56	56.0	56.0	84.0
	Agree	9	9.0	9.0	93.0
	Strongly Agree	7	7.0	7.0	100.0
	Total	100	100.0	100.0	

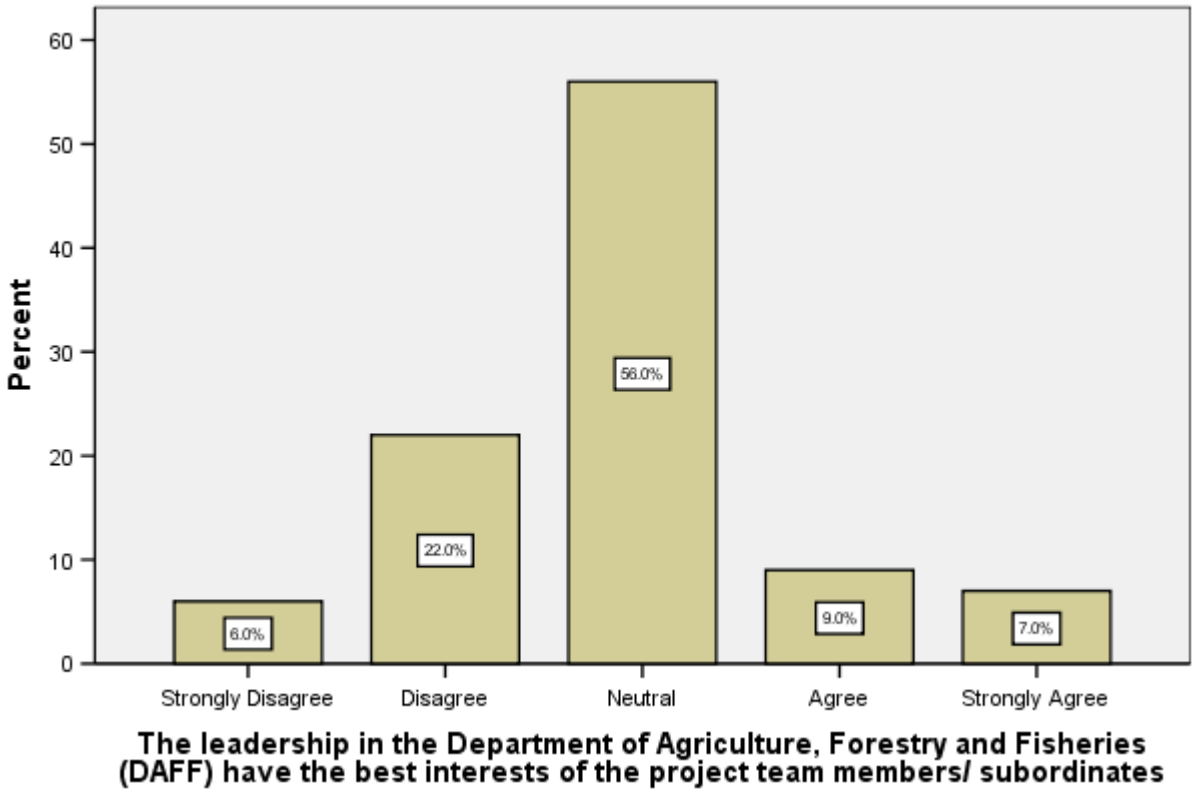


Table 4.14 above illustrates the statement "The leadership in the Department of Agriculture, Forestry and Fisheries (DAFF) have the best interests of the project team members/ subordinates." Most of the participants remained neutral and represented 56% of the total sample. These were followed by those disagreed (22%), those who agreed (9%), those who strongly agreed (7%), and finally those who strongly disagreed with the statement representing 6% of the sample.

Table 4.15: When making decisions, the leadership in the Department of Agriculture, Forestry and Fisheries (DAFF) ask, "what is the right thing to do"

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	11	11.0	11.0	11.0
	Disagree	19	19.0	19.0	30.0
	Neutral	40	40.0	40.0	70.0
	Agree	23	23.0	23.0	93.0
	Strongly Agree	7	7.0	7.0	100.0
	Total	100	100.0	100.0	

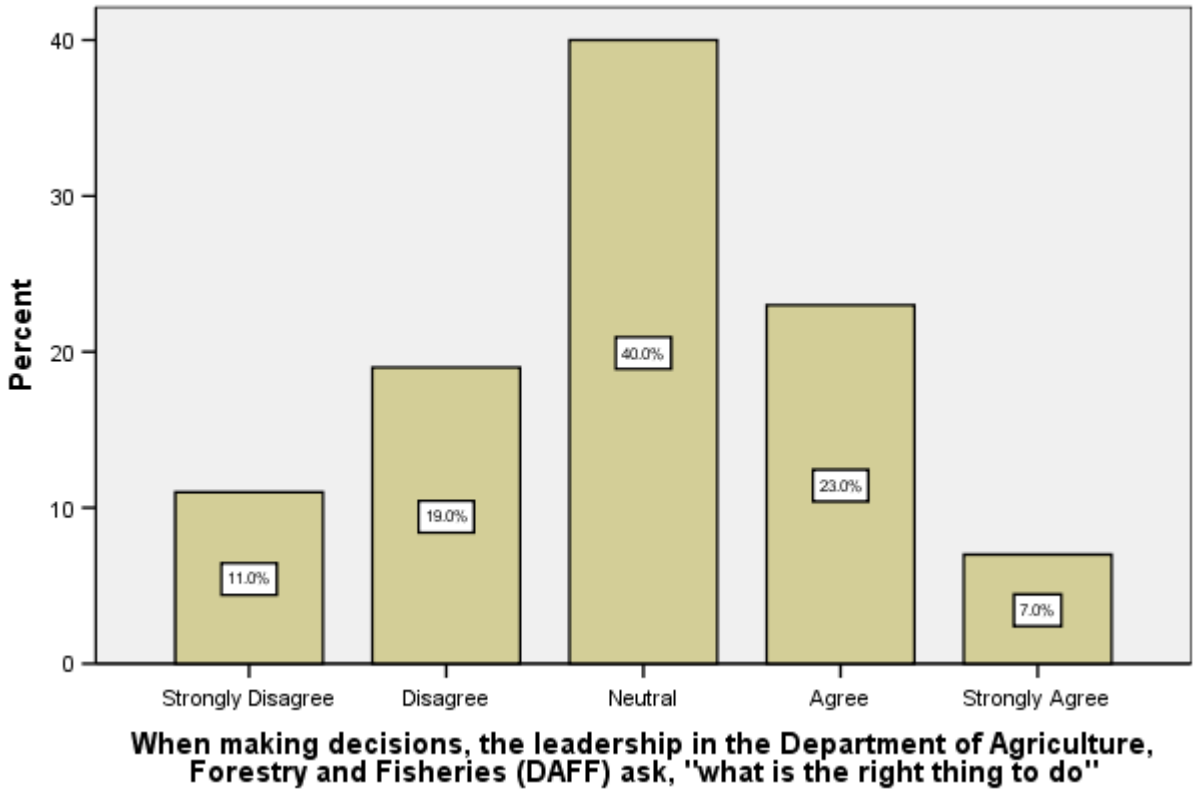


Table 4.15 above illustrates the statement “When making decisions, the leadership in the Department of Agriculture, Forestry and Fisheries (DAFF) ask, "what is the right thing to do"” Most of the participants remained neutral and represented 40% of the total sample. These were followed by those agreed (23%), those who disagreed (19%), those who strongly disagreed (11%) and finally those who strongly agreed with the statement representing 7% of the sample.

Table 4.16: The Department of Agriculture, Forestry and Fisheries (DAFF) meet the legislative and regulatory requirements of monitoring and evaluation projects

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	13	13.0	13.0	13.0
	Disagree	6	6.0	6.0	19.0
	Neutral	18	18.0	18.0	37.0
	Agree	34	34.0	34.0	71.0
	Strongly Agree	29	29.0	29.0	100.0
	Total	100	100.0	100.0	

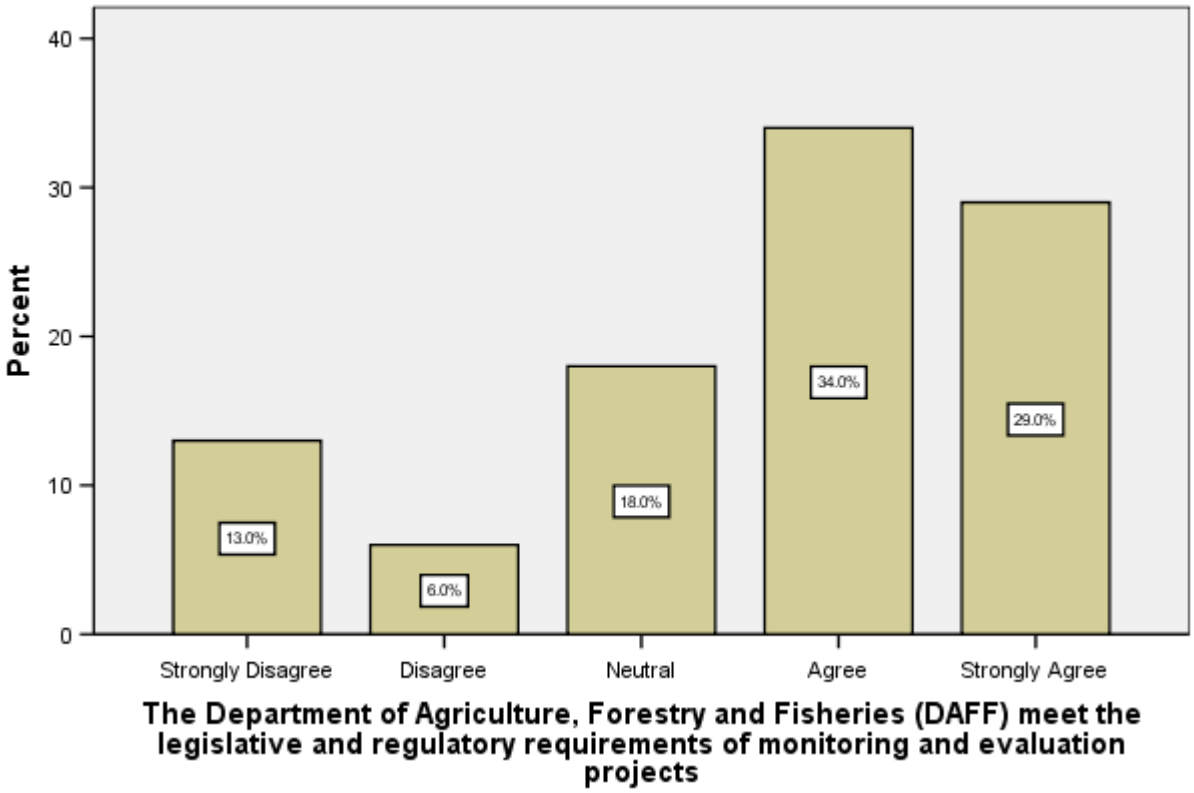


Table 4.16 above illustrates the statement "The Department of Agriculture, Forestry and Fisheries (DAFF) meet the legislative and regulatory requirements of monitoring and evaluation for projects." Most of the participants agreed with the statement and represented (34% of the total sample. These were followed by those strongly agreed (29%), neutral (18%), strongly disagreed (13%) and finally those who disagreed with the statement represented by (6%) of the total sample.

Table 4.17: The Department of Agriculture, Forestry and Fisheries (DAFF) enhance staff awareness towards monitoring and evaluation of projects

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	13	13.0	13.0	13.0
	Disagree	4	4.0	4.0	17.0
	Neutral	25	25.0	25.0	42.0
	Agree	30	30.0	30.0	72.0
	Strongly Agree	28	28.0	28.0	100.0
	Total	100	100.0	100.0	

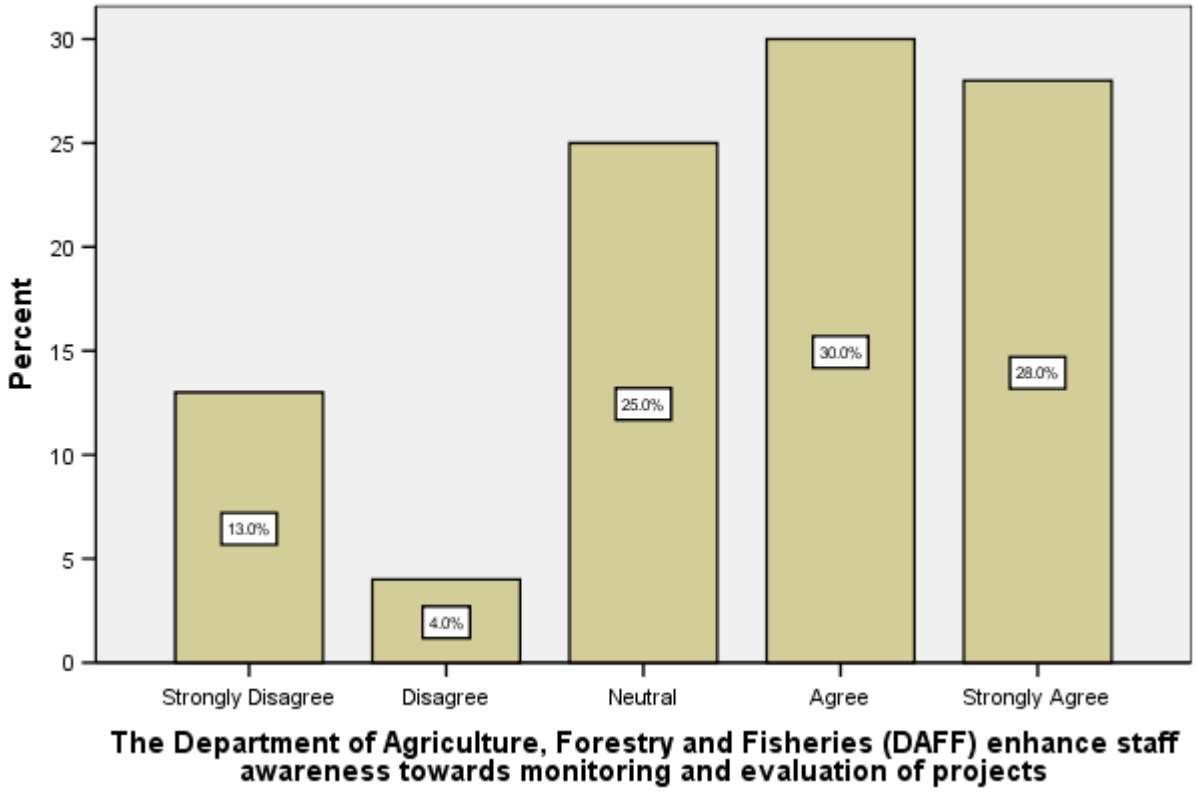


Table 4.17 above illustrates the statement “The Department of Agriculture, Forestry and Fisheries (DAFF) enhance staff awareness towards monitoring and evaluation of projects". Most of the participants agreed with the statement and represented 30% of the total sample. These were followed by those strongly agreed (28%), those who stayed neutral (25%), strongly disagreed (13%) and finally those who disagreed with the statement represented by (4%) of the total sample.

Table 4.18: The Department of Agriculture, Forestry and Fisheries (DAFF) supports change initiatives to improve the monitoring and evaluation of projects

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	13	13.0	13.0	13.0
	Disagree	7	7.0	7.0	20.0
	Neutral	13	13.0	13.0	33.0
	Agree	41	41.0	41.0	74.0
	Strongly Agree	26	26.0	26.0	100.0
	Total	100	100.0	100.0	

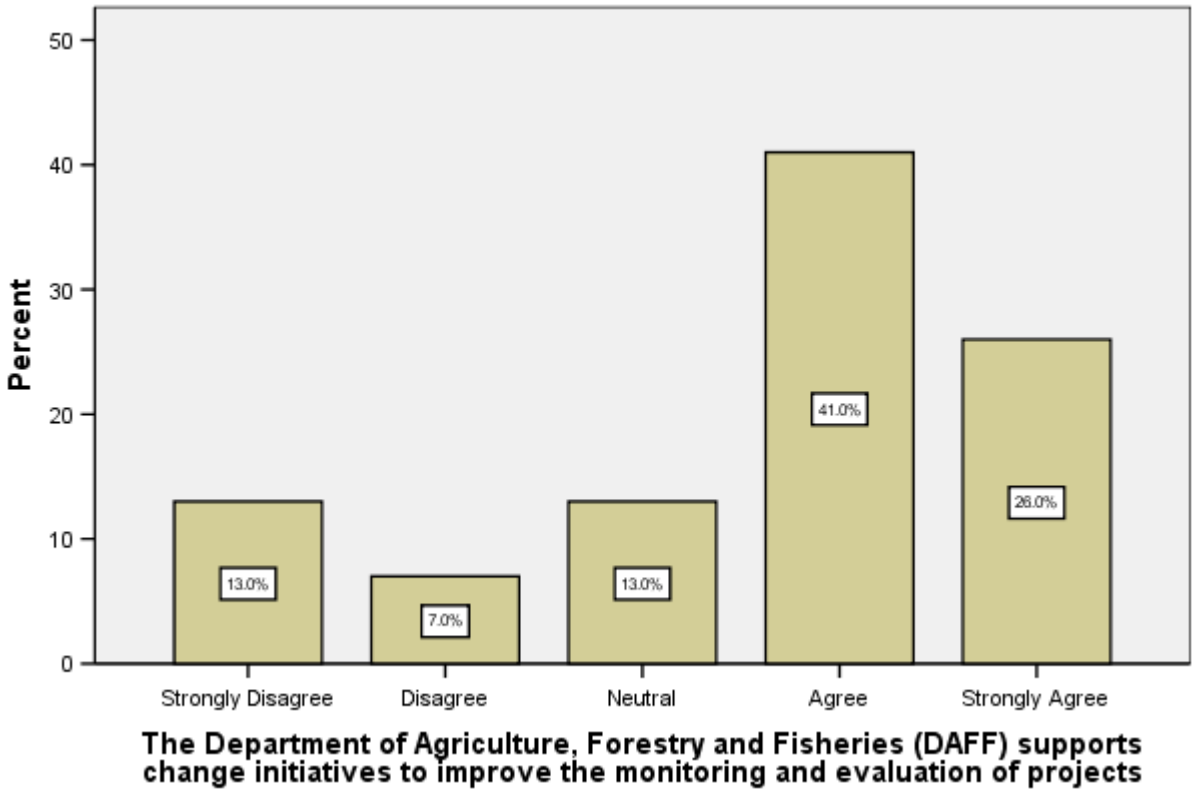


Table 4.18 above illustrates the statement “The Department of Agriculture, Forestry and Fisheries (DAFF) supports change initiatives to improve the monitoring and evaluation of projects.” Most of the participants agreed with the statement and represented (41%) of the total sample. These were followed by those who strongly agreed (26%) , those who strongly disagree and remained neutral respectively were equal at 13% and finally those who disagreed with the statement represented by 7% of the total sample.

Table 4.19: The Department of Agriculture, Forestry and Fisheries (DAFF) ensures staff commitment to the objectives of monitoring and evaluation of projects.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	16	16.0	16.0	16.0
	Disagree	4	4.0	4.0	20.0
	Neutral	14	14.0	14.0	34.0
	Agree	42	42.0	42.0	76.0
	Strongly Agree	24	24.0	24.0	100.0
	Total	100	100.0	100.0	

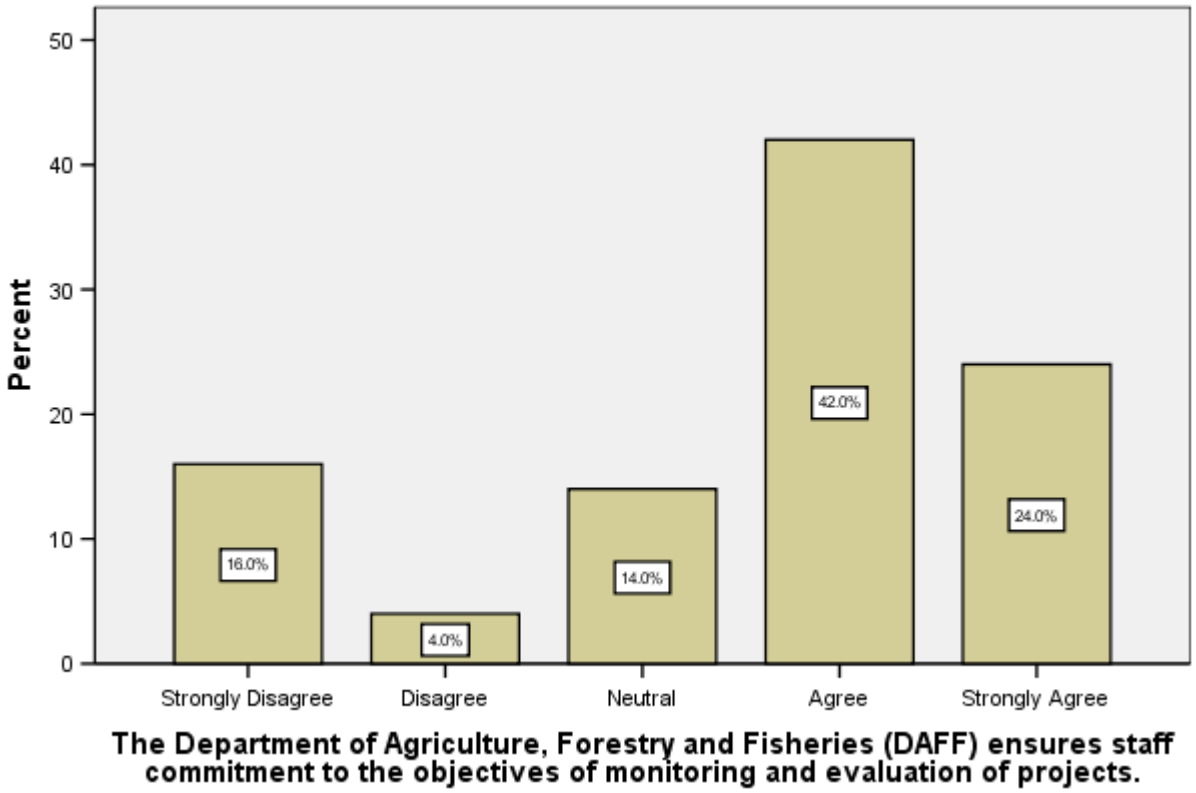


Table 4.19 above illustrates the statement “The Department of Agriculture, Forestry and Fisheries (DAFF) ensures staff commitment to the objectives of monitoring and evaluation of projects.” Most of the participants agreed with the statement and represented (42%) of the total sample. These were followed by those who strongly agreed (24%), those who strongly disagreed (16%) , those remained neutral (14%) and finally those who disagreed with the statement representing 4% of the total sample.

Table 4.20: The Department of Agriculture, Forestry and Fisheries (DAFF) achieves the goals of monitoring and evaluation of projects

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	15	15.0	15.0	15.0
	Disagree	14	14.0	14.0	29.0
	Neutral	18	18.0	18.0	47.0
	Agree	35	35.0	35.0	82.0
	Strongly Agree	18	18.0	18.0	100.0
	Total	100	100.0	100.0	

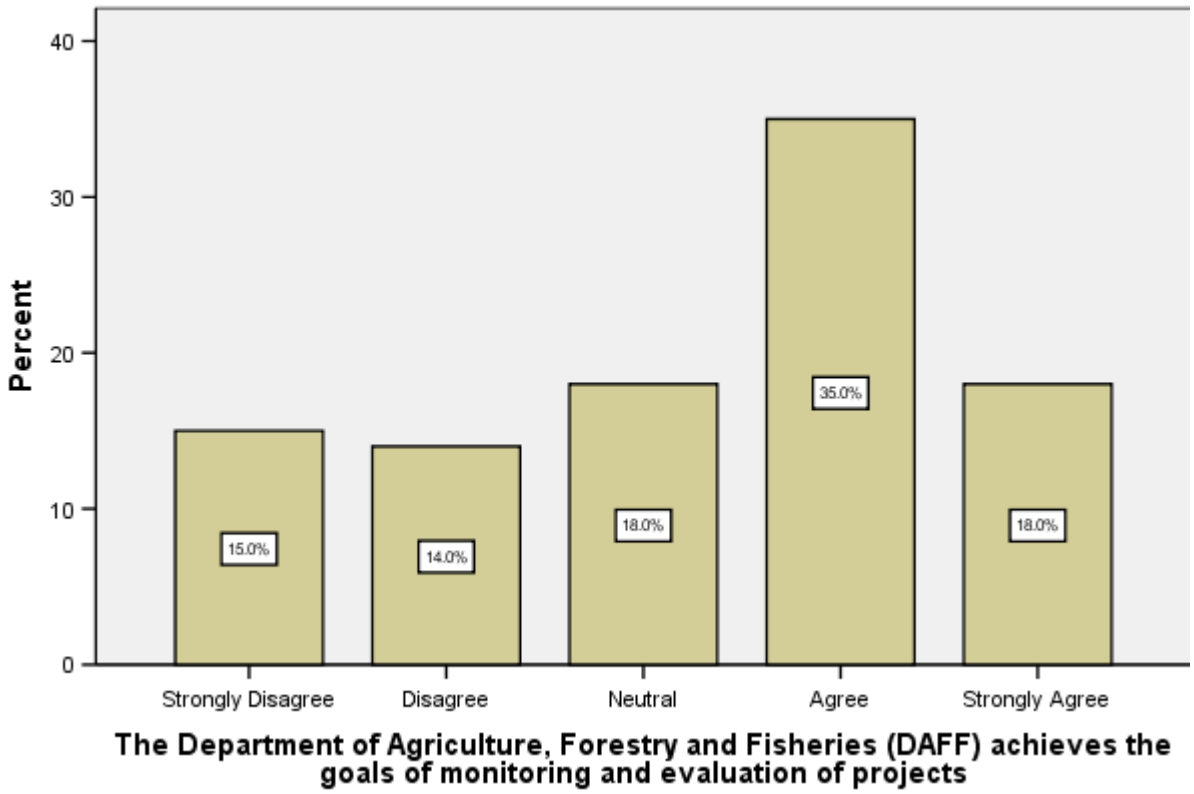


Table 4.20 above illustrates the statement if "The Department of Agriculture, Forestry and Fisheries (DAFF) achieves the goals of monitoring and evaluation of projects" Most of the participants agreed with the statement and represented 35% of the total sample. These were followed by equal number of 18% those who strongly agreed and remained neutral respectively, followed by 15% who strongly disagreed and finally those who disagreed with the statement representing 14% of the total sample.

Table 4.21: The Department of Agriculture, Forestry and Fisheries (DAFF) fosters a culture of effective monitoring and evaluation of projects

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	16	16.0	16.0	16.0
	Disagree	21	21.0	21.0	37.0
	Neutral	19	19.0	19.0	56.0
	Agree	26	26.0	26.0	82.0
	Strongly Agree	18	18.0	18.0	100.0
	Total	100	100.0	100.0	

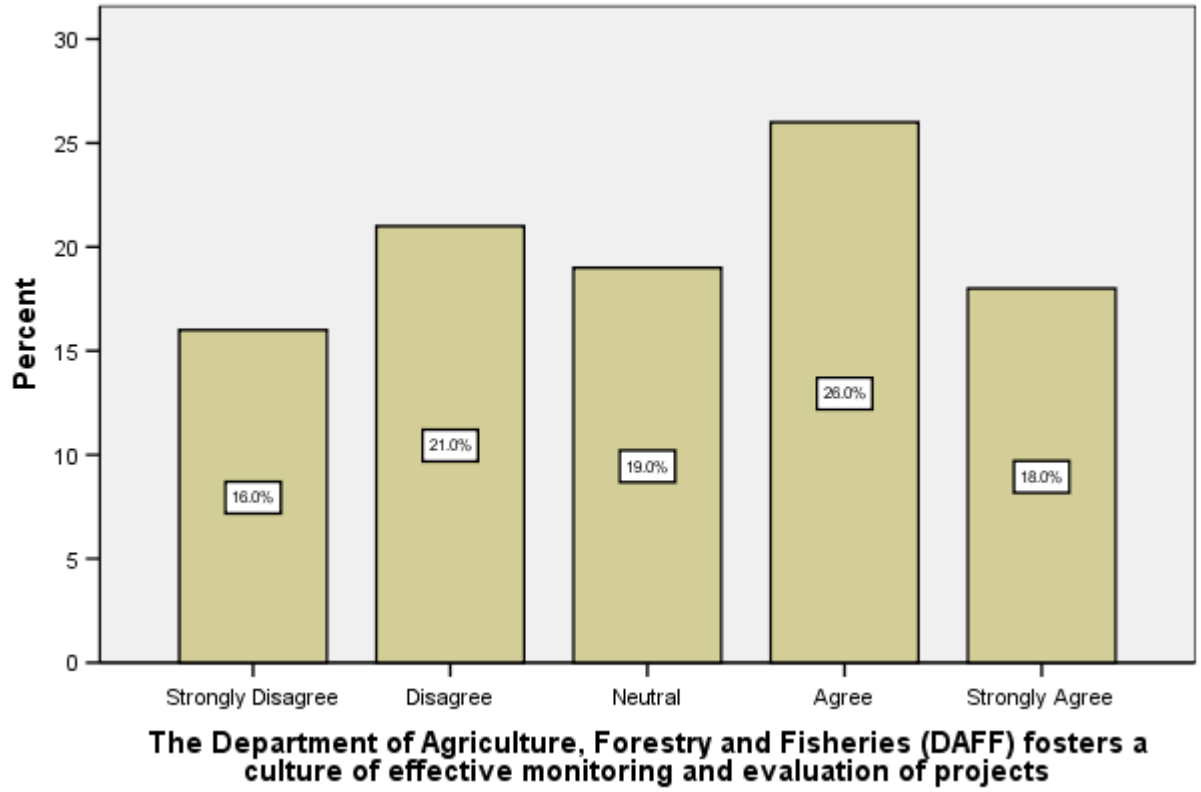


Table 4.21 above illustrates the statement if "The Department of Agriculture, Forestry and Fisheries (DAFF) foster a culture of effective monitoring and evaluation of projects." Most of the participants agreed with the statement and represented 26% of the total sample. These were followed by those disagreed (21%), neutral (19%), strongly agreed (18%) and finally those who strongly disagreed with the statement representing 16% of the total sample.

Table 4.22: The Department of Agriculture, Forestry and Fisheries (DAFF) provides an accurate assessment of projects performance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	13	13.0	13.0	13.0
	Disagree	40	40.0	40.0	53.0
	Neutral	18	18.0	18.0	71.0
	Agree	8	8.0	8.0	79.0
	Strongly Agree	21	21.0	21.0	100.0
	Total	100	100.0	100.0	

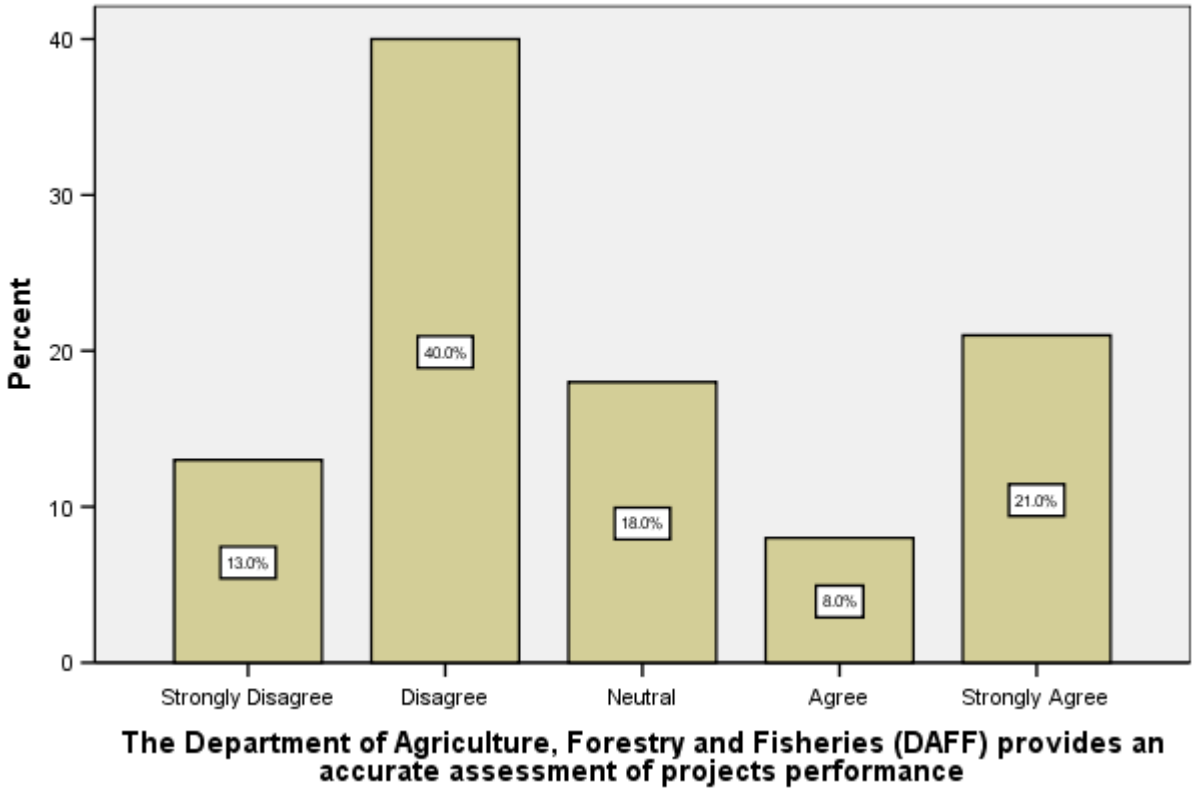


Table 4.22 above illustrates the statement if "The Department of Agriculture, Forestry and Fisheries (DAFF) provides an accurate assessment of projects performance" Most of the participants disagreed with the statement and represented (40%) of the total sample. These were followed by those strongly agreed (21%), remained neutral (18%) those who strongly disagreed (13%) and finally those who agreed with the statement representing (8%) of the total sample.

Table 4.23: The Department of Agriculture, Forestry and Fisheries (DAFF) manages projects risks

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	21	21.0	21.0	21.0
	Disagree	31	31.0	31.0	52.0
	Neutral	29	29.0	29.0	81.0
	Agree	14	14.0	14.0	95.0
	Strongly Agree	5	5.0	5.0	100.0
	Total	100	100.0	100.0	

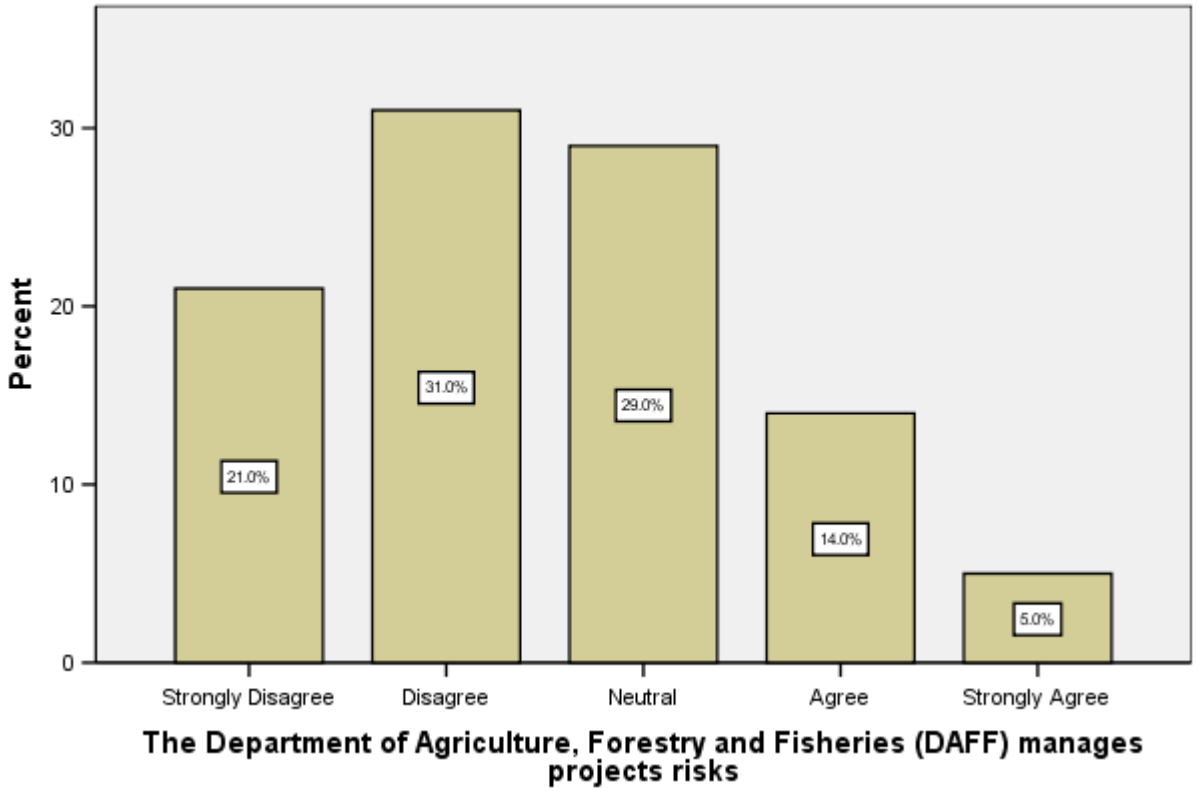


Table 4.23 above illustrates the statement if "The Department of Agriculture, Forestry and Fisheries (DAFF) manage projects risk**s**." Most of the participants disagreed with the statement and represented (31%) of the total sample. These were followed by those who remained neutral (29%), strongly disagreed (21%) agreed (10.3%), those who agreed (14%) and finally those who strongly agreed with the statement representing 5% of the total sample.

Table 4.24: The Department of Agriculture, Forestry and Fisheries (DAFF) implement the projects monitoring and evaluation strategy

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	14	14.0	14.0	14.0
	Disagree	18	18.0	18.0	32.0
	Neutral	43	43.0	43.0	75.0
	Agree	18	18.0	18.0	93.0
	Strongly Agree	7	7.0	7.0	100.0
	Total	100	100.0	100.0	

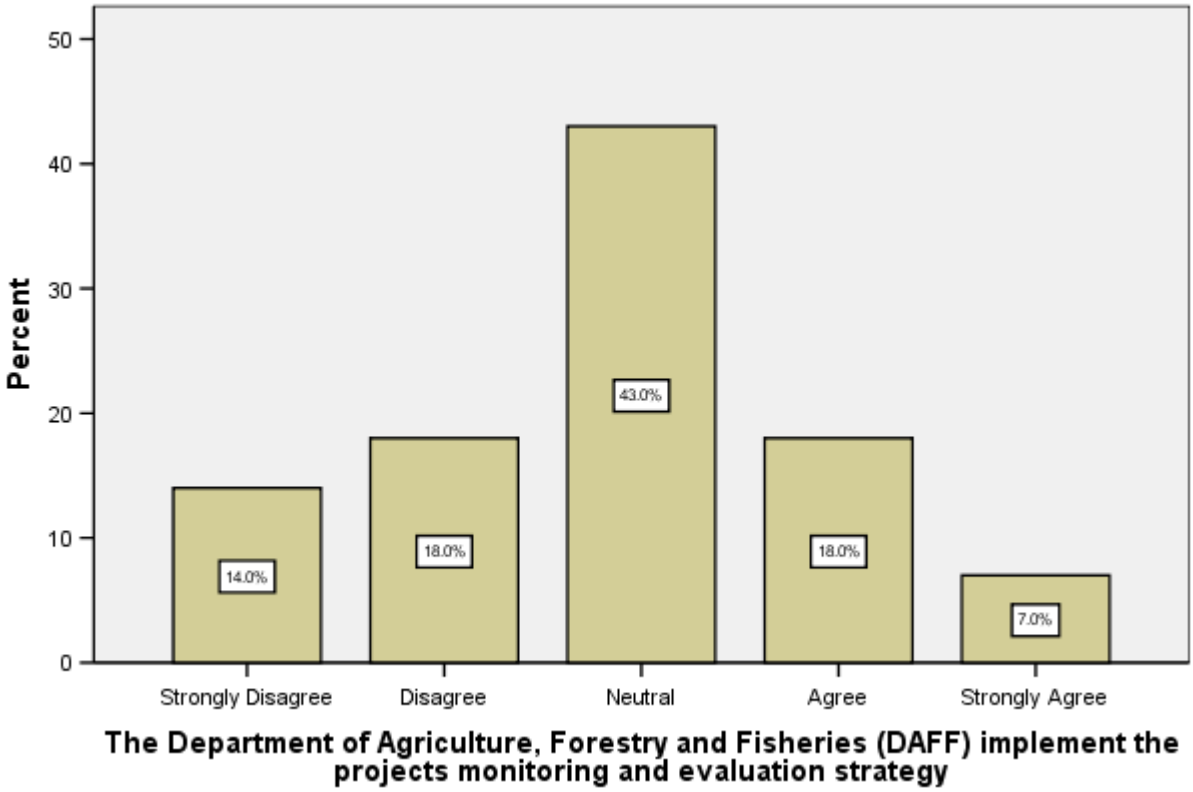


Table 4.24 above illustrates the statement if "The Department of Agriculture, Forestry and Fisheries (DAFF) implement the projects monitoring and evaluation strategy." Most of the participants remained neutral and represented 43 % of the total sample. These were followed by those who agreed and disagreed interestingly equal (18 %), strongly disagreed (14%) and finally those who strongly agreed with the statement representing 7% of the total sample.

Table 4.25: The Department of Agriculture, Forestry and Fisheries (DAFF) achieves a good fit between projects monitoring and evaluation strategies

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	7	7.0	7.0	7.0
	Disagree	24	24.0	24.0	31.0
	Neutral	37	37.0	37.0	68.0
	Agree	26	26.0	26.0	94.0
	Strongly Agree	6	6.0	6.0	100.0
	Total	100	100.0	100.0	

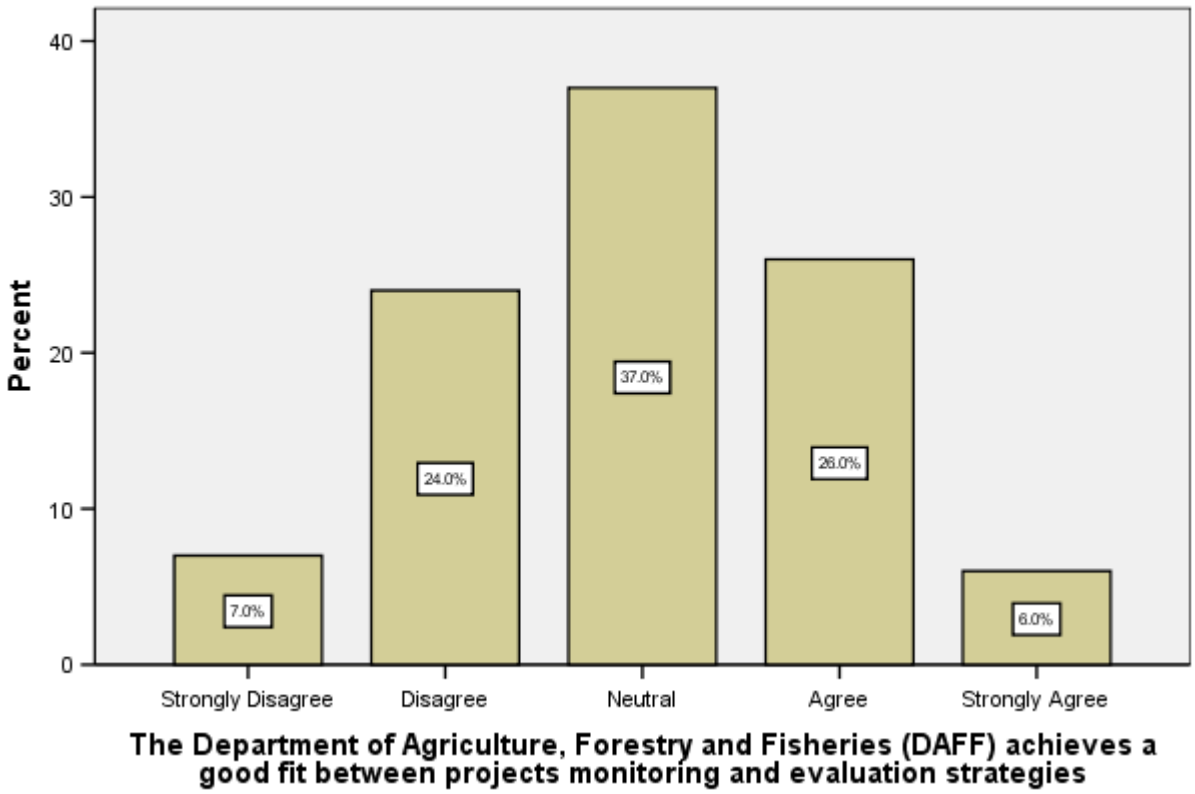


Table 4.25 above illustrates the statement if “The Department of Agriculture, Forestry and Fisheries (DAFF) achieves a good fit between projects monitoring and evaluation strategies.” Most of the participants remained neutral and represented 37%of total sample. These were followed by those who agreed (26%), disagreed (24%), strongly disagreed (7%) and finally those who strongly agreed with the statement representing 6% of the sample.

Table 4.26: The Department of Agriculture, Forestry and Fisheries (DAFF) fulfil specific departmental responsibilities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	13	13.0	13.0	13.0
	Disagree	4	4.0	4.0	17.0
	Neutral	25	25.0	25.0	42.0
	Agree	30	30.0	30.0	72.0
	Strongly Agree	28	28.0	28.0	100.0
	Total	100	100.0	100.0	

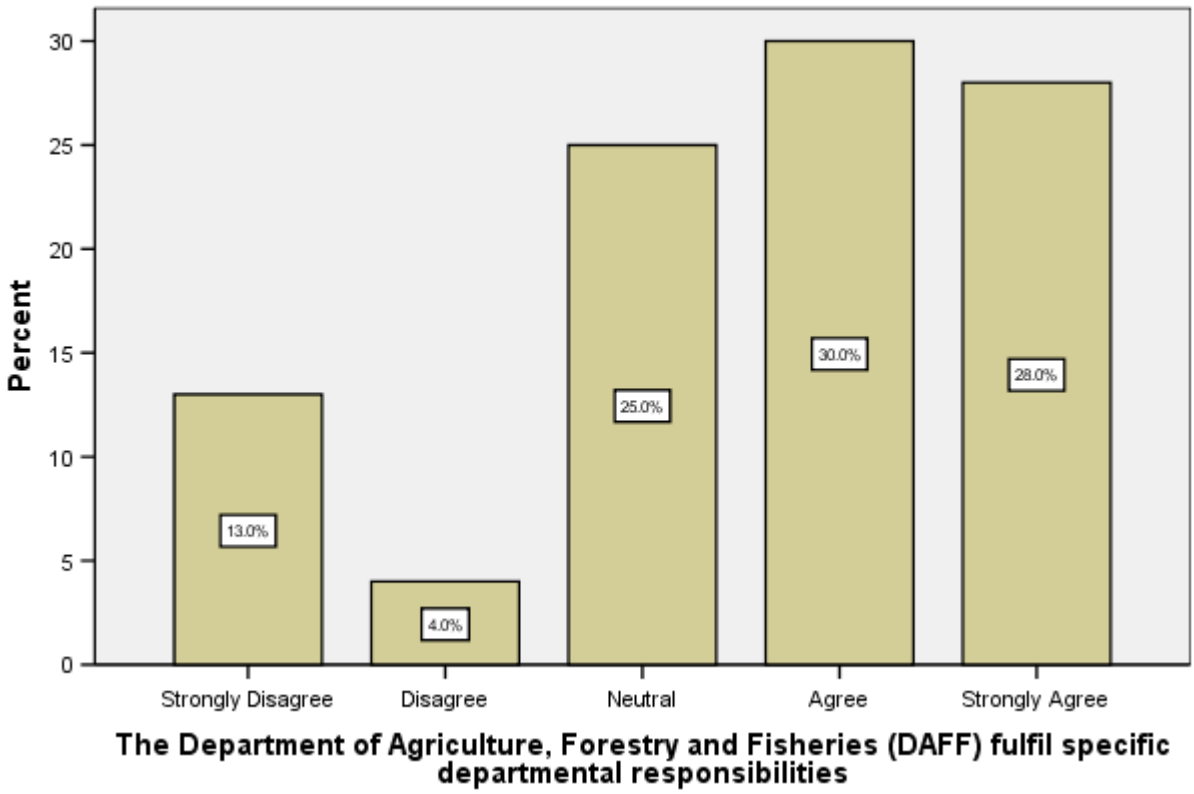


Table 4.26 above illustrates the statement if "The Department of Agriculture, Forestry and Fisheries (DAFF) fulfil specific departmental responsibilities" Most of the participants agreed with the statement and represented 30% of the total sample These were followed by those who strongly agreed (28%), remained neutral (25%), strongly disagreed (13%) and finally those who disagreed with the statement representing 4% of the sample

Table 4.27: The Department of Agriculture, Forestry and Fisheries (DAFF) meets performance standards and expectations

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	13	13.0	13.0	13.0
	Disagree	7	7.0	7.0	20.0
	Neutral	13	13.0	13.0	33.0
	Agree	41	41.0	41.0	74.0
	Strongly Agree	25	25.0	25.0	99.0
	6	1	1.0	1.0	100.0
	Total	100	100.0	100.0	

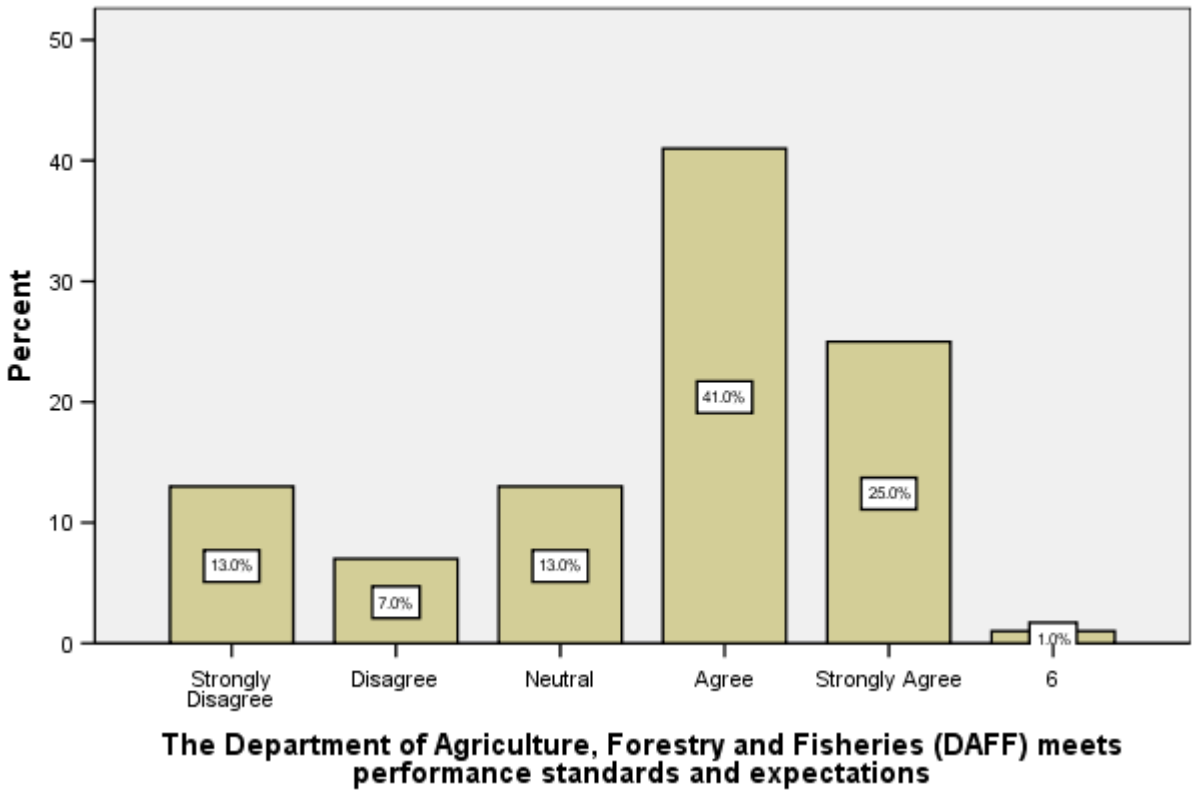


Table 4.27 above illustrates the statement if "The Department of Agriculture, Forestry and Fisheries (DAFF) meet performance standards and expectations". Most of the participants agreed with the statement and represented 41%. These were followed by those who strongly agreed (25%), neutral (13%), strongly disagreed (13%) and finally those who disagreed with the statement representing 7% of the sample.

Table 4.28: The performance level of the Department of Agriculture, Forestry and Fisheries (DAFF) is satisfactory

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	16	16.0	16.0	16.0
	Disagree	4	4.0	4.0	20.0
	Neutral	14	14.0	14.0	34.0
	Agree	42	42.0	42.0	76.0
	Strongly Agree	24	24.0	24.0	100.0
	Total	100	100.0	100.0	

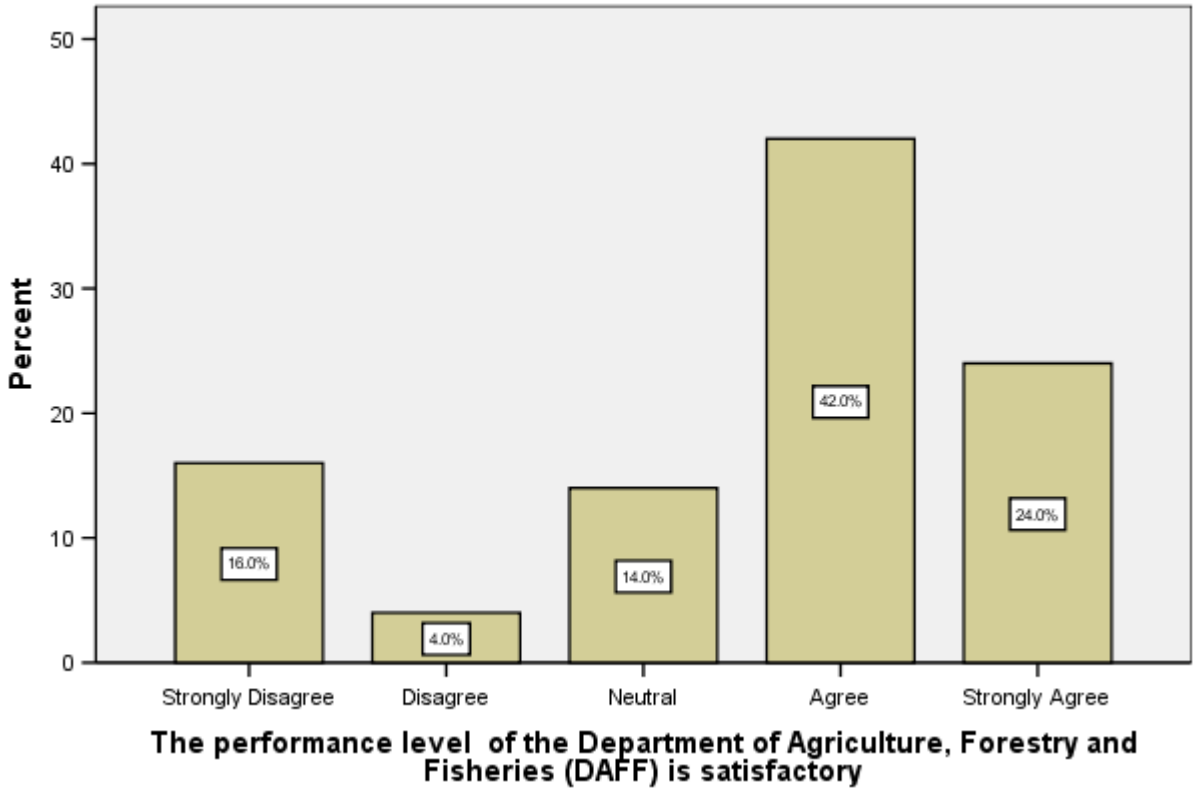


Table 4.28 above illustrates the statement if “The performance level of the Department of Agriculture, Forestry and Fisheries (DAFF) is satisfactory”. Most of the participants agreed with the statement and represented 42%. These were followed by those who strongly agreed (24 %), those who strongly disagreed (16%), the neutral ones (14%) and finally those who disagreed with the statement representing 4% of the sample.

Table 4.29: The Department of Agriculture, Forestry and Fisheries (DAFF) performs better than any other government department which perform similar responsibilities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	15	15.0	15.0	15.0
	Disagree	14	14.0	14.0	29.0
	Neutral	18	18.0	18.0	47.0
	Agree	35	35.0	35.0	82.0
	Strongly Agree	18	18.0	18.0	100.0
	Total	100	100.0	100.0	

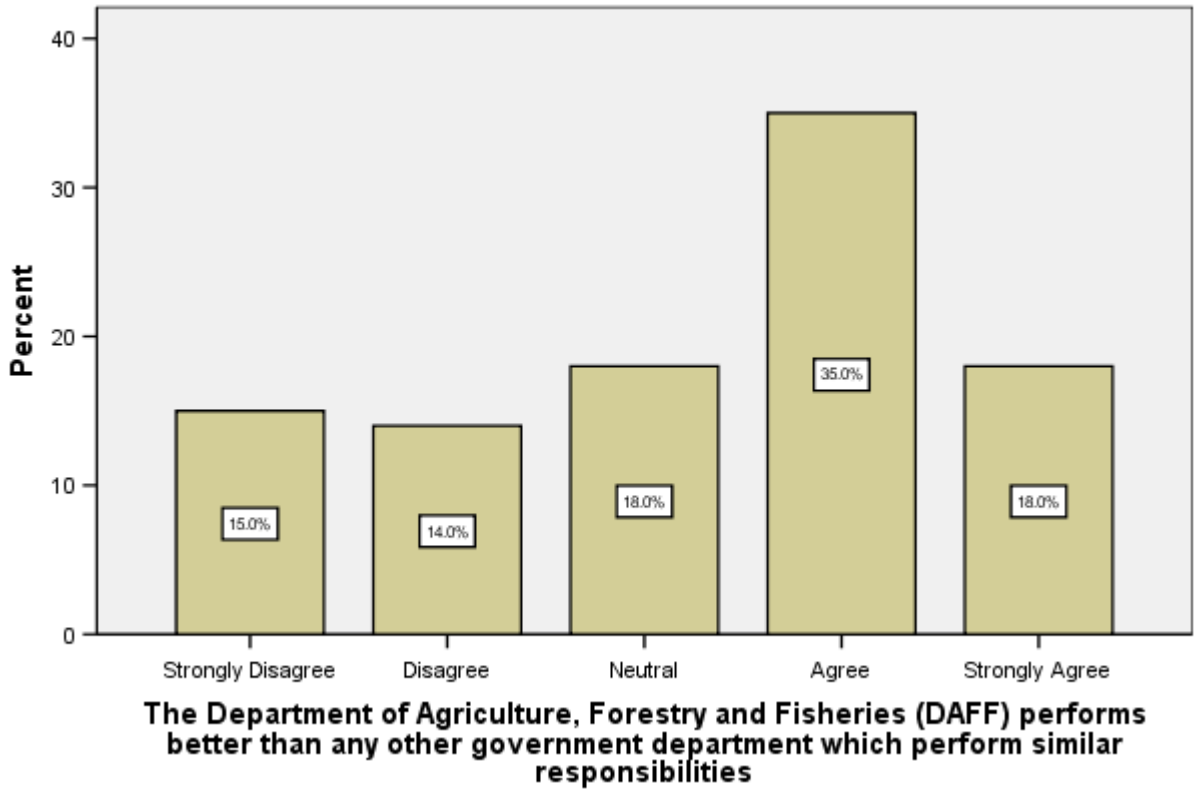


Table 4.29 above illustrates the statement if "The Department of Agriculture, Forestry and Fisheries (DAFF) perform better than any other government department which perform similar responsibilities." Most of the participants agreed with the statement and represented 35%. These were followed by jointly those who strongly agreed and the neutrals at 18%, strongly disagreed (15%), and finally those who disagreed with the statement representing 14% of the sample.

Table 4.30: The Department of Agriculture, Forestry and Fisheries (DAFF) delivers high-quality services

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	16	16.0	16.0	16.0
	Disagree	21	21.0	21.0	37.0
	Neutral	19	19.0	19.0	56.0
	Agree	26	26.0	26.0	82.0
	Strongly Agree	18	18.0	18.0	100.0
	Total	100	100.0	100.0	

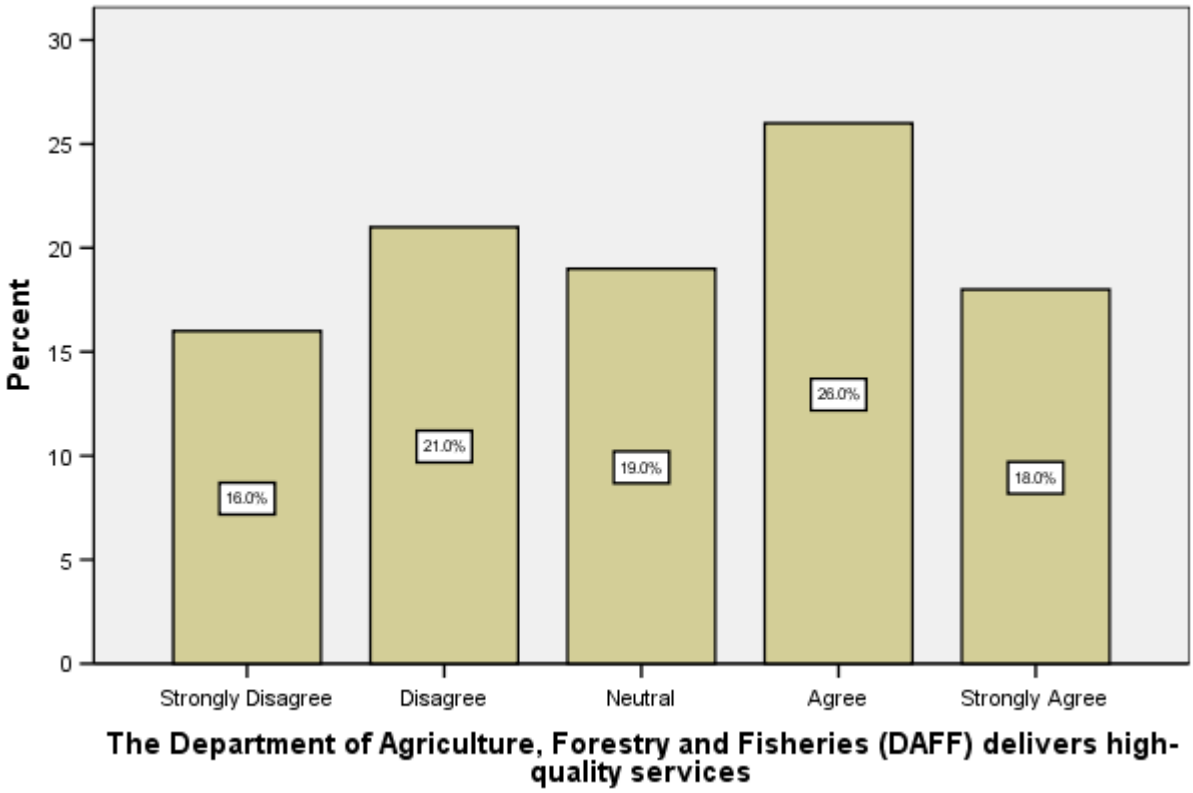


Table 4.30 above illustrates the statement if “The Department of Agriculture, Forestry and Fisheries (DAFF) deliver high-quality services”. Most of the participants strongly agreed with the statement and represented 26%. These were followed by those who disagreed (21%), neutral (19%), strongly agreed (18%) and finally those who strongly disagreed with the statement representing 16% of the sample.

4.4. Structural Equation Modelling Approach

Data analysis was performed using the structural equation modelling (SEM).Structural equation modelling has become a popular statistical technique to test theory in several fields of knowledge (Hair, Anderson, Tatham & Black 1998:5; Schumacker& Lomax 2004:12). Qureshi and Kang (2014:3) describe SEM as “a multivariate, statistical technique largely employed for studying relationships between latent variables (or constructs) and observed variables that constitute a model”. Additionally, it is according to Bollen (1989:48), Mitchell (1994:870) Hoyle (1995:1) Malaeb, Summers and Pugesek (2000:93) Reckhow, Arhonditsis, Kenny, Hauser, Tribo, Wu, Elcock, Steinberg, Stow and Mcbrid (2005:2913) and Grace (2006:14) a statistical method with which a researcher can create theoretical concepts and validate proposed causal relationships through two

or more structural equations. It is recognized as being similar to regression analysis but more predominant in that it assesses the casual relationships among constructs while concurrently accounting for measurement error (He, Gai, Wu & Wan 2012:853; Sarstedt, Ringle, Smith, Reams & Hair 2014:105). SEM's ability to address numerous modelling difficulties, the endogeneity among constructs and composite underlying data structures found in various phenomena (Washington, Karlaftis & Mannering 2003:42) can be assumed to be part of the reason for its popularity.

SEM is fundamentally a framework that involves concurrently solving systems of linear equations and includes procedures such as regression, factor analysis and path analysis (Beran & Violato 2010:267; Stein, Morris & Nock 2012:495). SEM with Smart PLS involve performing a procedure known as Confirmatory Factor Analysis (CFA) and path analysis (Chen, Zhang, Liu & Mo 2011:243) concurrently. The function of CFA is to evaluate how well the latent variables are measured by the observed variables (Chen *et al.* 2011:243) while that of path analysis is to investigate causal relationships among unobserved variables (Nusair *et al.* 2010:316).

Scholars have advocated many advantages of SEM. They are as follows:

- SEM has the ability to 'tackle' research questions related to intricate causal relationships between unobserved variables (Nusair *et al.* 2010:314; Hair, Black, Babin& Anderson 2009:81) with empirical data (Sarstedt *et al.* 2014:106);
- SEM can extend explanatory power and statistical efficiency for model examination with one complete model (Hair *et al.* 1998:12);
- It can include latent constructs in the analysis while accounting for measurement errors in the estimation process (Hair *et al.* 1998:12);
- SEM provides support for examining and validating hypotheses of causal relationships due not only to its ability to model measurement error, but also to its ability to do away with bias and distortion (Pugesek &Tomer 1995:449; Iriondo, Albert & Escudero 2003:367);
- "SEM minimizes the differences between the observed covariances and the model predicted covariance's using methods such as the Maximum Likelihood algorithm to estimate the free parameters" (Malaeb *et al.* 2000:93);

- SEM has the ability to concurrently model and illustrate the direct and indirect interrelationships that exists among many dependent and independent constructs (Gefen, Straub & Boudreau 2000:4);
- SEM posses a gradual characteristic that allows it to produce separate and individually different coefficients (Jenatabadi & Ismail 2014:26);
- SEM technique allows for ensuring and evaluating a complete model generating goodness-of-fit statistics and assessing the overall fit (Ho 2006:33);
- SEM can permit the modelling of graphic interfaces (Garson 2007:39);
- SEM permits researchers to model mediator constructs and to examine the entire system of indicators therefore enabling the establishment of rational models that need simultaneous assessment (Kline & Klammer 2001:213); and
- SEM is an efficient and most favourable method for evaluating and examining the relationships among mediator constructs (Dhanaraj, Lyles, Steensma&Tihanyi,2004:442).

4.5. Reliability and Validity tests in CFA

Once an appropriate overall fit was established, the following step was to assess reliability and validity, under the guide of previous literature (Byrne 1994:18; Chau & Lai 2003:123; Fornell *et al.* 1981:39; Gerbing & Anderson 1988:186; Hair *et al.* 1998:11). As advocated by Chau (1997:324) the squaring of factor loadings was conducted to assess item reliability. Item reliability recognizes “the amount of variance in an item due to underlying construct rather than to error” (Chau 1997:324). Discriminant and convergent validity was also examined by using the AVE as suggested by Fornell *et al.* (1981:39). According to Nusair *et al.* (2010:316) a low-cross correlation signifies discriminant validity while the strong loading of items on their familiar construct is an indication of convergent validity. Sarstedt *et al.* (2014:108) describes discriminant validity as the degree to which a construct is empirically different from other constructs in the model, both in terms of how it links with other constructs and in terms of how specifically the items represent only this single construct. Convergent validity alternatively is referred to as the degree to which a construct is represented by its measurement items (Sarstedt *et al.* 2014:108).

4.6. Path Modelling

The next phase of data analysis through the use of SEM involved path analysis (Beran*et al.* 2010:267; Stein *et al.* 2012:497). Path modelling describes the relationships between observed or measured variables and theoretical constructs (Roche, Duffield & White 2011:1480) and tests the structural paths of the conceptualized research model (Anderson *et al.* 1988:411). This SEM procedure was carried out in order to demonstrate and test the theoretical underpinnings of the study and the significance of the relationships between model constructs (Jenatabadi *et al.* 2014:27). The study's structural model was evaluated by examining the p-values as well as standardized regression coefficients (Matzler & Renzl 2006:1261). In conducting path modelling, a particular responsibility is to explain standardized regression coefficients as well as predictive ability (Wu 2010:136).

4.7. Summary of Measurement Accuracy Statistics

Table 4.30: Scale accuracy analysis

Research constructs		Scale item		Cronbach's test		CR	AVE	Factor loadings
		Mean	SD	Item-total	α value			
MEE	MEE1	3.60	1.318	0.620	0.915	0.930	0.577	0.701
	MEE2	3.56	1.297	0.804				0.864
	MEE3	3.61	1.317	0.838				0.888
	MEE4	3.54	1.337	0.829				0.886
	MEE5	3.27	1.325	0.774				0.830
	MEE6	3.09	1.357	0.734				0.799
	MEE7	2.84	1.354	0.611				0.678
	MEE8	2.51	1.124	0.605				0.659
	MEE9	2.86	1.092	0.615				0.667
	MEE10	3.00	1.015	0.565				0.538
LQ	LQ3	2.78	1.040	0.542	0.797	0.861	0.558	0.700
	LQ4	2.64	0.980	0.585				0.739
	LQ5	2.30	1.020	0.775				0.775
	LQ6	2.48	0.926	0.564				0.886
	LQ10	2.96	1.072	0.534				0.780
OP	OP1	3.56	1.297	0.818	0.924	0.943	0.768	0.889
	OP2	3.61	1.317	0.840				0.905
	OP3	3.54	1.337	0.869				0.922
	OP4	3.27	1.325	0.759				0.844
	OP5	3.09	1.357	0.723				0.816

Note: LQ = Leadership Quality; MEE = Monitoring Evaluation Effectiveness; Organisational Performance = Organisational Performance

SD= Standard Deviation CR= Composite Reliability AVE= Average Variance Extracted

** Scores: 1 – Strongly Disagree; 3 – Moderately Agree; 5 – Strongly Agree*

4.8. Reliability

4.8.1 Cronbach's Alpha test

Proceeding from the discussion of Cronbach's Alpha in chapter five, literature asserts that a higher level of Cronbach's coefficient alpha indicates a higher reliability of the measurement scale (Chinomona 2011:108). From the results provided in Table 6.3, the Cronbach's Alpha value for each research construct ranges from 0.781 to 0.899 and as these are above 0.6 as recommended by Nunnally and Bernstein (1994:43), validity is indicated. Furthermore, the item to total values ranged from 0.541 to 0.793 and were therefore above the cut-off point of 0.5 as advised by Dunn, Seaker and Waller (1994:145). The Cronbach's Alpha results indicated in Table 4.7 therefore validate the reliability of measures used in the current study.

4.8.2 Composite Reliability (CR)

The Composite Reliability test was also conducted in order to examine the internal reliability of each research construct, as recommended by Chinomona (2011:108) and Nunnally (1967:81). A Composite Reliability index that is greater than 0.7 signifies sufficient internal consistency of the construct (Nunnally 1967:81). In this regard, the results of Composite Reliability that range from 0.877 to 0.923 in Table 4.30, confirm the existence of internal reliability for all constructs of the study.

4.8.3 Average Variance Extracted (AVE)

According to Chinomona (2011:109) "The average variance extracted estimate reflects the overall amount of variance in the indicators accounted for by the latent construct". A good representation of the latent construct by the item is identified when the variance extracted estimate is above 0.5 (Sarstedt *et al.* 2014:109; Fornell *et al.* 1981:39;

Fraering& Minor 2006:284). Therefore the results of AVE that range from 0.531 to 0.767 in Table 4.30, authenticate good representation of the latent construct by the items.

4.9. Validity

Validity tests were conducted and convergent and discriminant validity were evaluated. Both tests are described below as well as the findings.

4.9.1. Convergent validity

Convergent validity determines the degree to which a construct converges in its indicators by giving explanation of the items' variance (Sarstedt *et al.* 2014:108). Apart from assessing the convergent validity of items through checking correlations in the item-total index (Nusair *et al.* 2010:316), factor loadings were also examined in order to identify convergent validity of measurement items as recommended by Sarstedt *et al.* (2014:108). According to Nusair *et al.* (2010:316) items exhibit good convergent validity when they load strongly on their common construct. Literature maintains that a loading that is above 0.5 signifies convergent validity (Anderson *et al.* 1988:411). In this regard, the final items used in the current study loaded well on their respective constructs with the values ranging from 0.658 - 0.917 (see Table 4.30). This therefore indicates good convergent validity where items are explaining more than 65% of their respective constructs. Furthermore, since CR values are above the recommended threshold of 0.7, this substantiates the existence of convergent validity.

4.9.2. Discriminant validity

Proceeding from the discussion of discriminant validity in chapter five, Hair, Hult, Ringle and Sarstedt (2014:18) assert that when determining if there is discriminant validity or not, what must be done is to identify whether the observed variable displays a higher loading on its own construct than on any other construct included in the structural model. To check if there is discriminant validity is to assess if the correlation between the researches constructs is less than 1.0 as recommended by Chinomona (2011:110). As

indicated in Table 4.30, below, the inter-correlation values for all paired latent variables are less than 1.0 hence confirming the existence of discriminant validity.

Table 4.31: Correlation between the constructs

RESEARCH CONSTRUCTS	LQ	MEE	OP
Leadership Quality (LQ)	1		
Monitoring & Evaluation Effectiveness (MEE)	0.569	1	
Organisational Performance (OP)	0.558	0.975	1

Note: LQ = Leadership Quality; MEE = Monitoring Evaluation Effectiveness; Organisational Performance = Organisational Performance

4.10. Structural Model Testing

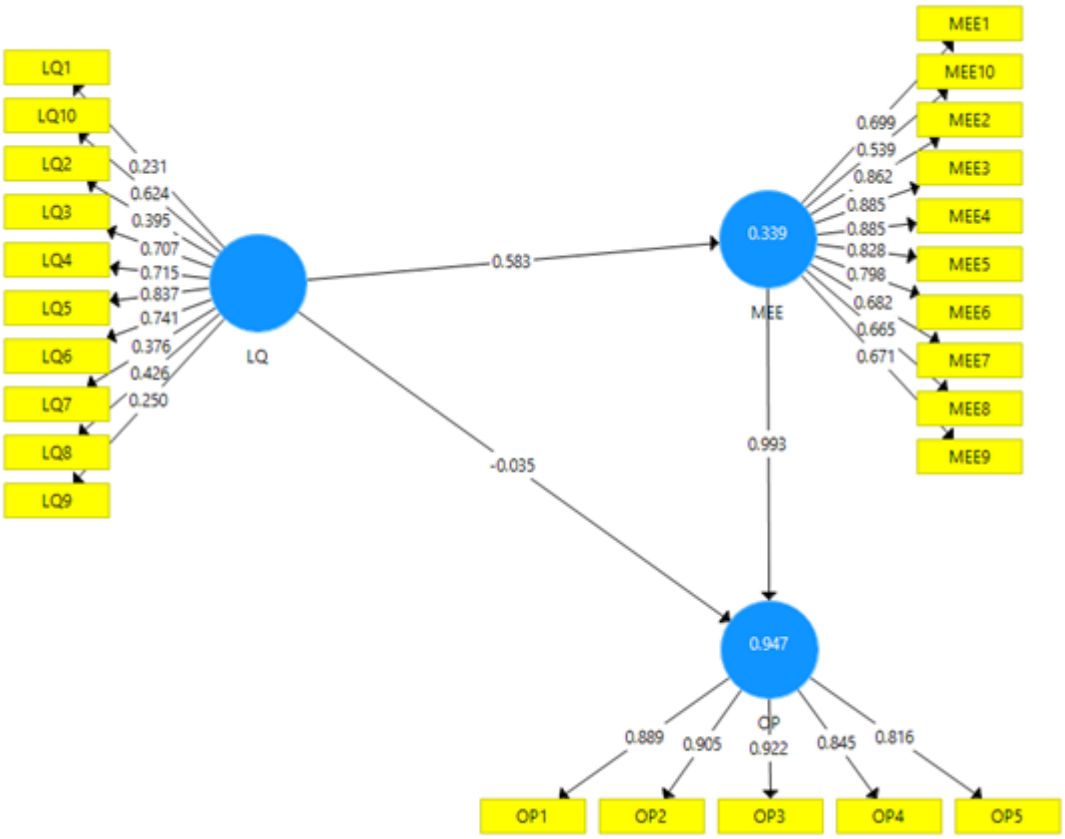
As the second procedure in Structural Equation Modelling (Chen *et al.* 2011:243), structural modelling was conducted. Essentially, the procedure is conducted for the purpose of evaluating causal relationships among latent variables (Nusair *et al.* 2010:314). This procedure includes "multiple regression analysis and path analysis and models the relationship among latent variables" (Chen *et al.* 2011:243). Figure 6.8 below is a representation of the path model. Much like the CFA model, the ovals represent the latent variables while the rectangles represent the observed variables. The unidirectional arrow signifies the influence of one variable on another.

4.10.1. PATH MODELING

Two structural models were assessed in this study. The original path model is the conceptual research model. However, after other measurement instruments did not meet the acceptable threshold of 0.5, another path model was re-specified. Below (Table4.32) is the original model.

4.10.2. Original Model

Figure 4.1: Original Research Model



All the measurement items that did not meet the acceptable threshold were deleted. A re-specified model is provided below (Table 4.30).

4.10.3. Modified Final Model

Based on this final model, the hypotheses were tested. In this model, all the posited hypotheses were accepted. Table… indicate the results of structural equation model.

Final Model

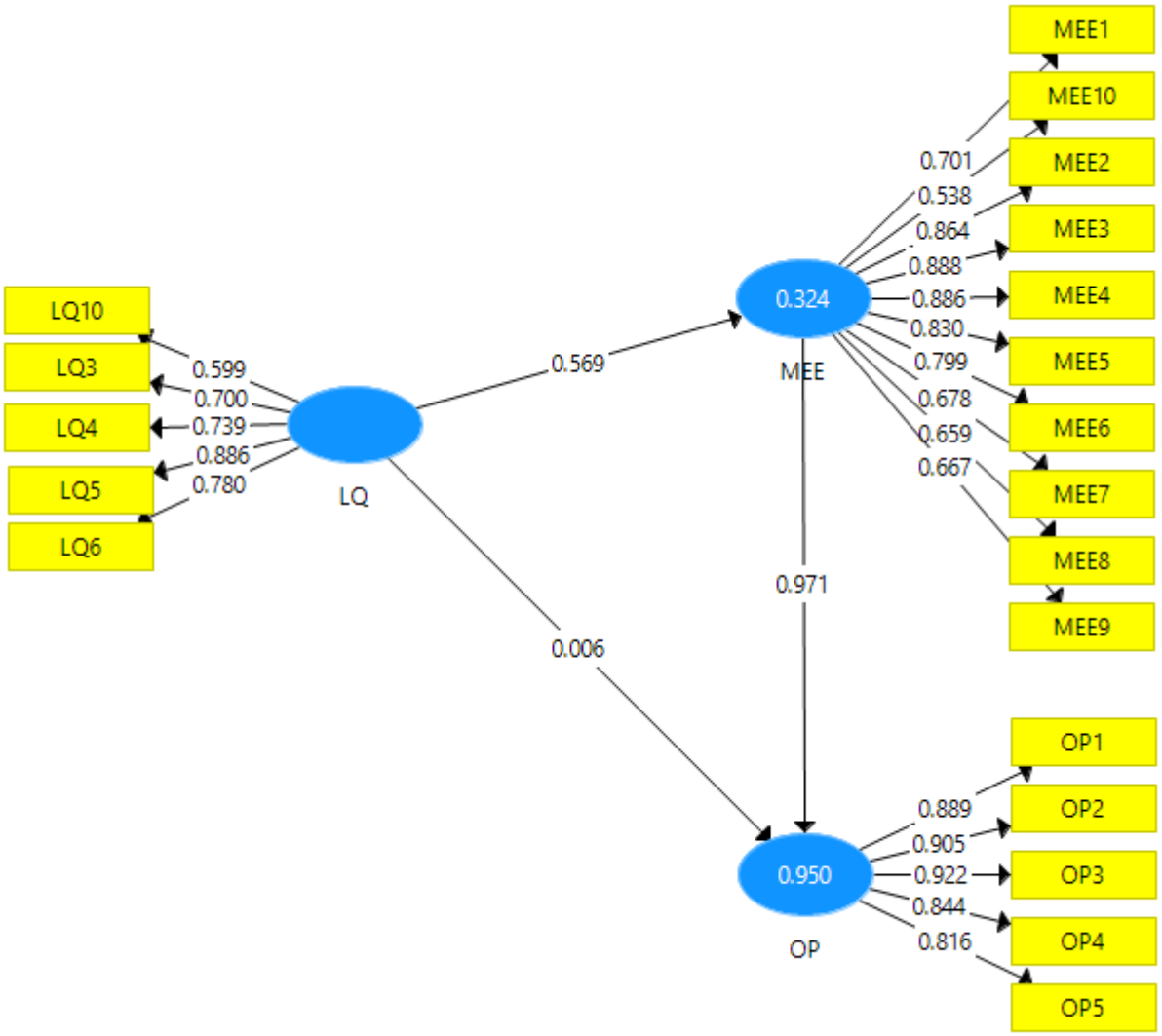


Figure 4.2: Structural model

Note: LQ = Leadership Quality; MEE = Monitoring Evaluation Effectiveness; Organisational Performance = Organisational Performance

4.11.Hypothesis Testing

As the hypothesized measurement and structural model has been assessed and finalized, the next step was to examine causal relationships among latent variables by path analysis (Nusair *et al.* 2010:316). According to Byrne (2001:18) and Nusair *et al.* (2010:316) SEM asserts that particular latent variables directly or indirectly influence certain other latent variables with the model, resulting in estimation results that portray how these latent variables are related. For this study, estimation results elicited through hypothesis testing are indicated in Table 4.32. The table indicates the proposed

hypotheses, path coefficients, t-statistics and whether a hypothesis is rejected or supported. Literature asserts that t >1.96 are indicators of relationship significance and that higher path coefficients indicate strong relationships among latent variables (Chinomona, Lin, Wang & Cheng 2010:191).

Table 4.32: Hypothesis testing results

Proposed hypothesis relationship	Hypothesis	Path Coefficients	T-Statistics	Rejected/ Supported
Leadership Quality (LQ) → Monitoring & Evaluation Effectiveness (MEE)	H1	0.569	9.683	Supported and significant
Leadership Quality (LQ) → Organisational Performance (OP)	H2	0.006	0.193	Supported and insignificant
Monitoring & Evaluation Effectiveness → (MEE)Organisational Performance (OP)	H3	0.971	59.508	Supported and significant

Note: LQ = Leadership Quality; MEE = Monitoring Evaluation Effectiveness; Organisational Performance = Organisational Performance

Drawing the results in Table 4.32, above, H1 (t=9.683) and H2 (t=0.193). This means that H1 is a significant relationship while H2 is an insignificant relationship since the t statistics are less than 1.96. Finally, H3 (59.508), is more significant than all other relationship.

4.11.1. Results after testing hypothesis 1

The results obtained following H1 test confirmed that there is an association between leadership quality (LQ) and monitoring and evaluation effectiveness (MEE). A path coefficient of 0.569 was realized after testing H1. This means that leadership quality has a strong influence on monitoring and evaluation effectiveness – the second highest relationship after monitoring & evaluation effectiveness - organisational performance relationship. Furthermore, the results indicate that the relationship of monitoring and evaluation effectiveness and organisational performance are positively related in a significant way (t=9.683).

4.11.2. Results after testing hypothesis 2

The results obtained following H2 test confirmed that there is an association between leadership quality (LQ) and organisational performance (OP). A path coefficient of 0.006 was realized after testing H2. This means that leadership quality has a weak relationship with organisational performance – the third after H1 and H3 relationships. Furthermore, the results indicate that the relationship between leadership quality and organisational performance is positive but insignificant (t= 0.193).

4.11.3. Results after testing hypothesis 3

The results obtained following the H3 test confirmed that they is an association between monitoring and evaluation effectiveness (MEE) and organisational performance (OP). A path coefficient of 0.971 was realized after testing H3. This means that monitoring and evaluation effectiveness, although significantly related to organisational performance - it is the strongest association when compared with other proposed relationships. Moreover, the results indicate that the relationship between monitoring and evaluation effectiveness is positively related to organisational performance in a significant way (t= 59.508).

4.11.4. Overall analysis of hypotheses testing results

Individual path coefficients of H1, H2 and H3 were 0.569; 0.006 and 0.971 respectively. Generally, these results indicate that leadership quality and monitoring and evaluation effectiveness all have an influence on organisational performance since the relationships are positive as hypothesised. Drawing from the research findings, H1 and H3 have a strong relationship with organisational performance.

4.11.5. SUMMARY of Chapter Four (4)

This chapter provided the empirical results drawn from the research. Firstly, descriptive statistics of the study were presented. To follow was an address of the item scale results. Thereafter, reliability and validity tests were conducted respectively and both tests elicited results confirming reliability and validity of measurement. Structural Equation Modelling was undertaken subsequently. CFA and structural modelling were carried out.

The primary purpose was to examine whether leadership quality and monitoring and evaluation effectiveness have a positive influence on organisational performance in South Africa. All three hypothesized relationships were supported in a significant way as expected except H2.

CHAPTER FIVE (5): CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The purpose of this chapter is to make deductions from the results presented in chapter 4. The chapter will first provide an overview of the findings. Herein, major findings of the study are reviewed once more. Thereafter, the implications that findings have on the current study are described. This will be followed by the conclusion and recommendations with regard to the findings. In the last part of the chapter, the study's limitations are described including suggestions for future research.

5.2 Overview of the findings

The current study sought to investigate whether the predicting role of leadership quality and monitoring and evaluation effectiveness have a positive influence on organisational performance in South Africa. The three hypotheses developed by the study were examined. Findings regarding each of the hypotheses are discussed below.

5.2.1 Leadership Quality (LQ) and Monitoring & Evaluation Effectiveness (MEE)

It was revealed that leadership quality has a positive relationship with monitoring and evaluation effectiveness. This was expected since the leadership quality is likely to provide the much needed guidance, mentoring and coaching to the monitoring and evaluation employees who in turn can make the practical implementation of the monitoring and evaluation more effective. Based on these findings, it can therefore be affirmed that to some extent when there is a quality leadership the monitoring and evaluation is likely to be effective.

5.2.2 Leadership Quality (LQ) and Organisational Performance (OP)

Findings indicated that leadership quality also has a positive relationship with organisational performance. Thus, organisational performance is to some extent related to the quality of leadership that exists in the Department of Agriculture and Forestry. However, although leadership quality has a positive direct effect on organisational

performance, it is not as important and stronger as that between monitoring and evaluation effectiveness and organisational performance. Thus, the findings confirm that the direct effects of leadership quality on organisational performance are weak when compared to the influence of monitoring and evaluation effectiveness on organisational performance.

5.2.3 Monitoring & Evaluation Effectiveness (MEE) and Organisational Performance (OP)

A positive and significant relationship between monitoring and evaluation effectiveness and organisational performance was revealed. Drawing from the results an effective monitoring and evaluation has the strongest impact on organisational performance. The influence is positive and very significant. Based on these findings, it can therefore be confirmed that when there is effective monitoring and evaluation in the Department of Agriculture and Forestry the overall performance of the Department is likely to be greater.

5.3 Implications of the study

The findings have produced some inferences for the study. They are discussed below.

5.3.1 Leadership Quality (LQ) and Monitoring & Evaluation Effectiveness (MEE)

Findings have revealed that this relationship is significant at t-statistic of 9.683. This means that the higher the level of leadership quality, the greater the effectiveness of monitoring and evaluation in the Department of Agriculture and Forestry. This means that if the management of the Department of Agriculture and Forestry want to improve the effectiveness of the monitoring and evaluation of public projects, then they should ensure that there is quality leadership in the Department.

5.3.2 Leadership Quality (LQ) and Organisational Performance (OP)

Findings indicate that this relationship is significant at t-statistic of 0.193. This also means that while leadership quality has a positive association with organisational performance – the relationship is weak or insignificant. This implies that the organisational performance

is not strongly influenced by leadership quality when compared to other factors. Therefore, the leadership of the Department of Agriculture and Forestry should prioritise other factors that have a strong influence on Departmental performance such as the effectiveness of monitoring and evaluation of projects run by the Department.

5.3.3 Monitoring & Evaluation Effectiveness (MEE) and Organisational Performance (OP)

This relationship also appeared to be significant at t-statistic of 59.508. This means that monitoring and evaluation effectiveness has a positive and significant effect on organisational performance. Thus, by implication the monitoring and evaluation effectiveness is strongly influenced by organisational performance when compared to the direct effect of leadership quality on organisational performance. Therefore, the Department of Agriculture and Forestry should among others prioritise monitoring and evaluation effectiveness in order to influence their Departmental performance.

5.4 Overall implication of the study

These findings on the whole indicate that the study's theoretical proposition is valid and acceptable. It is also evident that leadership quality has a positive effect on both monitoring and evaluation effectiveness and organisational performance. However, monitoring and evaluation effectiveness has a stronger influence on organisational performance than the direct effect of leadership quality. This therefore implies that leadership quality has a stronger influence on organisational performance through monitoring and evaluation effectiveness.

5.5 Conclusion

Tests were conducted in order to address the study's empirical objectives. Inferences regarding objectives and findings associated with them are discussed below.

5.5.1 Conclusion on the influence on Leadership Quality (LQ) and Monitoring & Evaluation Effectiveness (MEE)

The study's first empirical objective was to investigate the influence of leadership quality on monitoring and evaluation effectiveness and organisational performance. The findings acquired after analysis revealed that leadership quality will have a positive influence on monitoring and evaluation effectiveness. It can therefore be concluded that the quality of leadership in the Department of Agriculture and Forestry will have a constructive effect on monitoring and evaluation effectiveness in the Department. Findings also revealed that the relationship between the two variables is very significant. Therefore, it is now understood that when compared to the direct effects of leadership quality on organisational performance, it has a stronger and significant effect on monitoring and evaluation effectiveness than on the former.

5.5.2 Conclusions on the influence onLeadership Quality (LQ) and Organisational Performance (OP)

The study's second empirical objective was to investigate the influence of leadership quality on organisational performance. The findings realized after analysis identified that the indeed leadership quality has to some extent a direct effect on organisational performance. However, such influence is not that very important as that of monitoring and evaluation effectiveness on organisational performance. Therefore, it can be accepted that leadership quality has a positive direct influence on organisational performance; such an influence is more pronounced through other interacting variables such as monitoring and evaluation effectiveness. Findings also made it apparent that the relationship between the two variables is insignificant. It is therefore submitted by the study that when compared to other constructs in the conceptual model, leadership quality is not very important in influencing organisational performance.

5.5.3 Conclusion on the influence on Monitoring & Evaluation Effectiveness (MEE) and Organisational Performance (OP)

The study's third empirical objective was to investigate the influence of monitoring and evaluation effectiveness on organisational performance. The findings obtained after analysis revealed that the monitoring and evaluation effectiveness will have a positive and strong influence on organisational performance. It can therefore be concluded that monitoring and evaluation effectiveness will have a potent effect on organisational performance. Findings also made it evident that the relationship between the two variables is very significant. It can therefore be accepted that when practitioners in the Department of Agriculture and Forestry attempt to improve performance in their Department, they must not do so without considering the need to first improve the effectiveness of monitoring and evaluation because it has a stronger effect on organisational performance.

5.5.4 Overall conclusion

It was identified that leadership quality and monitoring and evaluation effectiveness are predictors of organisational performance in the Department of Agriculture and Forestry. However, what is evident is that monitoring and evaluation effectiveness results in a much more potent and important effect on organisational performance than the direct effects of leadership quality since its influence is relatively insignificant.

5.6 Recommendations

Findings of the current study have prompted suggestions that are likely to lead to the betterment of monitoring and evaluation effectiveness and organisational performance in South Africa's Department of Agriculture and Forestry. They are discussed below.

5.6.1 Recommendations on the influence of Leadership Quality (LQ) and Monitoring & Evaluation Effectiveness (MEE)

The findings realized have conveyed that leadership quality has a positive impact on monitoring and evaluation effectiveness. This relationship is significant. This study therefore, recommends that in their efforts to improve the effectiveness of monitoring and evaluation, the management of the Department of Agriculture and Forestry should pay more attention to leadership quality in the Department. The quality of leadership can be improved through training of the existing management staff or the hiring of highly skilled top leadership.

5.6.2 Recommendations on the influence of Leadership Quality (LQ) and Organisational Performance (OP)

The findings further conveyed that leadership quality has a positive influence on organisational performance. However, the relationship between the two variables is insignificant. As such, the study recommends that leadership quality in the Department of Agriculture and Forestry should be used to impact on other important variables in order for it to have optimal impact on organisational performance. Perhaps, should be utilised to impact on factors such as monitoring and evaluation effectiveness which are indicated in this study to have a stronger impact on organisational performance.

5.6.3 Recommendations on the influence of Monitoring & Evaluation Effectiveness (MEE) and Organisational Performance (OP)

It was also acknowledged from the findings that monitoring and evaluation effectiveness has a positive and strong influence on organisational performance and that the relationship between the two variables is significant. The study therefore recommends that monitoring and evaluation effectiveness is to some extent influenced by leadership quality which in turn has a strong impact on organisational performance in the Department of Agriculture and Forestry in South Africa. It is expected that the leadership quality will have optimal impact on the Department of Agriculture and Forestry performance through monitoring and evaluation effectiveness.

5.6.4. Overall recommendations

Since the leadership quality in South Africa's Department of Agriculture and Forestry has influence on monitoring and evaluation effectiveness and the Department's performance, it is therefore, recommended that the management of the Department of Agriculture and Forestry should consider investing in empowering the existing management staff with leadership skills. From a general perspective, leadership quality will strongly influence the effectiveness of monitoring and evaluation of the Department of Agriculture and Forestry run projects which in turn will impact on the overall performance of the Departmental large in South Africa.

5.7 Limitations And Future Studies

The current research has some limitations. Initially, the Department of Agriculture and Forestry formed part of the sample frame of the study. However, other Departments in South Africa such as the Department of Public Works were not considered. The study recommends that future research conduct a similar study in different government departments. If such a comparative study is done, practical insights influence leadership quality on Department performance in South Africa. Future studies should consider replicating this study in other government departments of South Africa. Furthermore, the study is based primarily on leadership quality as the sole predictor of monitoring and evaluation effectiveness and organisational performance in the Department of Agriculture and Forestry. Although the current research and its theoretical supposition is supported by empirical evidence, future studies should attempt to investigate the underlying factors influencing particular causal relations and other outcomes otherwise not identified. In doing so, more knowledge with regard to antecedents of monitoring and evaluation effectiveness in South Africa's government departments, thus making a further contribution to existing literature on the subject.

5.8 Summary of Chapter Five (5)

This chapter was intended to make inferences from the findings and to make recommendations. The chapter was structured under five main headings. Firstly, a recap

of the findings was provided. This was followed by a highlighting of implications that these findings have. Thereafter, the chapter provided final deductions of the study. Recommendations were then made. The chapter ended with a discussion on the limitations that were encountered and suggestions were made for future studies.

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