The impact of leadership in the acceleration of service delivery in the Department of Health and Social Development, Capricorn district

Submitted by

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DECLARATION

I declare that the mini dissertation hereby submitted to the University of Limpopo, for the degree of Master in Development - The impact of leadership in the acceleration of service delivery in the Department of Health and Social Development, Capricorn district has not previously been submitted by me for a degree at this or any other university; that it is my work in design and in execution, and t at all material contained herein has been duly acknowledged.

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Thabethe, L. M. (Mrs)   09 September 2011

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DEDICATION

I dedicate this study to my sons, Siza and Linda who have always encouraged me to complete my studies, for their patience and unconditional love.

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CHAPTER ONE: INTRODUCTION AND BACKGROUND

1.1 Introduction and Background

Service Delivery is an imperative aspect of making sure that the lives of the people are improved. The researcher explored the impact of leadership in making sure that service delivery is accelerated. The observation is that communities are not satisfied with the services delivered by government departments. This study found out how leadership can enhance the acceleration and delivery of services in an effective and efficient way (Batho Pele Handbook, 1999:38).

The South African public service has a responsibility to accelerate the effective and efficient delivery of services. Service delivery is a tremendous challenge in the public service, and leadership and management are often expected to contribute in its realisation. The motivation to deliver service should not only be to satisfy the goals of the strategic plans, but to improve the lives of customers (Batho Pele Handbook, 1999:39).

It is therefore imperative to capacitate the leadership of government departments with skills in order to effectively and efficiently realise service delivery. The Constitution of the Republic of South Africa 1996, Chapter 7, section 153 stipulates that leadership plays a significant role in the administration and budgeting as well as the planning processes to provide priority to the needs of the community; to promote the social and economic development of the community and to facilitate participation in national and provincial development programmes. The competencies

mentioned are achievable where leadership and the employees share common objectives in serving the communities.

1.2. Problem Statement

The inadequacy of leadership and management skills negatively affects the acceleration of service delivery. Leadership plays a significant role in service delivery and the lack of its effectiveness may hamper the ultimate expected accelerated outcomes. Where leadership skills are available, styles of leading the functionaries may have own negative effects that affects the quality of service delivery at an accelerated rate. The Department of Health and Social Development in the Limpopo Province is among the government departments where leadership is expected to play an important role since its main objective is to improve the livelihoods of communities and maintain their dignity.

According to Bittel & Newstrom, (1990:219) organisations need to identify training needs of employees, which can be gaps between expected and actual performances. The Department of Health and Social Development therefore needs to do a skills inventory in order to address the issue of service delivery. The Competency Framework developed by the Department of Public Service and Administration identifies the necessary skills that leadership and management should possess in the public service most of which are unavailable in the Department of Health and Social Development, Capricorn District (Limpopo Province).

Undoubtedly, the competency framework is packaged to bring about the acceleration of service delivery and without these skills in the Department; service delivery is compromised. The Emerging and Advanced Leadership

and Management Development Programmes conducted by the South African Management Development Institute (SAMDI) and other service providers are attended by functionaries at the lower levels of the department with little effect on service delivery. After attending such programmes, lower-leveled functionaries are not able to implement learning outcomes as they are positioned in lower level of management. The majority of top leadership and management in certain instances have inadequate formal qualifications. The competencies required by the Department of Public Service and Administration are also not fully available in the Department of Health and Social Development. In practice, these shortcomings culminate to leadership questions in service delivery within the department.

1.3. Aim of the study

The aim of the study is to explore the views of social services professionals regarding the impact of leadership on the delivery of services in the Department of Health and Social Development in the Capricorn District of the Limpopo Province.

1.4. Objectives of the study

The objectives of the study are as follows:
- To explore the impact of leadership on service delivery in the Department of Health and Social Development, Capricorn District in the Limpopo Province.
- To explore relationship between leadership and service delivery ;
- To identify leadership problems and how they impact on service delivery.

- To suggest ways and means of addressing leadership challenges and problems in the Department of Health and Social Development , Capricorn District in the Limpopo Province

1.5. Research questions

- What are the impact of leadership problems in the Department of Health and Social Development and its impact on service delivery?
- What are the delivery mechanisms to improve services within the department of Health and Social development, Capricorn District in the Limpopo Province?
- What are the problems in the department, which ultimately impact negatively on service delivery?
- What are the ways and means that can be adopted in order to solve service delivery problems in the Department of Health and Social Development?

1.6. Significance of the study

This study is significant in that it will possibly improve service delivery in the Department of Health and Social Development. Presently the problem with service delivery is that it is moving at a snails pace and the communities are loosing patients with civil servants. Employees need to realise the importance of delivering services to the communities. In the Department of Health and Social Development, the clients are the marginalised groups like, older persons; people living with disabilities; women; children and youth and people living in poverty. These groups of

people need services urgently and most of them depend on the government for support.

It would also provide an insight for leaders in the Department of Health and Social Development as to whether their leadership is hindering or enhancing acceleration of service delivery. The leadership should realise that they have a role to play in ensuring that service delivery is accelerated. To be able to that it is important for the leadership to know the leadership styles they are using, the expectations of the community and that of the employees. When the leadership knows the impact they have on service delivery, it will definitely improve the delivery of service to the community at large. The knowledge and skills that the leadership have, can influence positively to service delivery if used in the right manner.

The information collected will contribute to the literature that can help in improving leadership and acceleration of service delivery in the department of Health and Social Development and other government departments.

1.7. Definition of Concepts

In this study, the following concepts will be defined: leadership, social services professionals, service delivery and Batho Pele principles.

Leadership:

According to Bittel & Newstrom (1990:268) leadership is the special skill of getting other people to follow and do willingly the things that the leader would want them to do. The definition implies that the leadership needs to have a range of competencies, personal qualities and attitude to be able to get people to perform certain duties.

Social services professionals:

For the purposes of this study social services professionals refer to professional social workers and community development workers in the employ of the Limpopo Provincial Department of Health and Social Development**.**

Service delivery:

The New Pocket English Dictionary (1992:448) defines service as a system that provides something needed to the public. The Universal dictionary however defines delivery as an act of releasing or conveying something. In the context of these meanings, service delivery in the Department of Health and Social Development is therefore a system that conveys or releases health and social development imperatives to the South African population.

Batho Pele Principles:

Batho Pele is a Sesotho phrase that means putting people first. In the South African context, the phrase introduced some principles that position the people in the mainstream of service delivery. It is an initiative to get public servants to be service-oriented, to strive for excellence in service delivery and to commit continuously to service delivery improvement Batho Pele Handbook, 1999:35).

1.8.   Chapter Outline

Chapter outline gives a brief indication of what will be discussed in each chapter.

1.8.1 Chapter 1: Introduction and Background

This chapter discusses the introduction of the study, problem statement, motivation of the study, aims and objectives, research questions, significance of the study, definition of concepts as well as the summary of chapters.

1.8.2 Chapter 2: Literature Review

The chapter provides the framework and discusses leadership and service delivery. It explores the different leadership styles and how they influence service delivery. It reviews how other contemporary literature view leadership and its role in service delivery. Collection of information in this regard is from academic books, journals and government legislations.

1.8.3 Chapter 3: Research Methodology

This chapter discusses the application of the selected research methodology and design particularly, the research design, the sampling method, population, data collection instruments and procedures, data analysis and the ethical considerations. The chapter tries to justify reasons for selected methods, designs, sampling methods and data collection instruments.

1.8.4 Chapter 4: Research findings, analysis and interpretations

This chapter provides a description and analysis of the interpretation of results.

1.8.5 Chapter 5: Conclusion and Recommendations

This is the final chapter in the study and it focuses on the conclusions and recommendations for further study in this area. This chapter bears insights that could assist the Department of Health and social Development to improve in accelerating service delivery through the support that the leadership will provide to the employees.

The chapter that follows will focus on literature review. The study will engage in arguments of the concept leadership and link it to the concept of service delivery in the government sector. Literature review will involve a thorough perusal of journals, academic books and government legislations on the issue of both leadership and service delivery.

CHAPTER TWO: LITERATURE REVIEW

2.1.   Introduction

In the following theoretical discourse, the theories of leadership and service delivery are analysed. Theories are essential in the understanding of the development of leadership among other fields and areas of studies. It is expected that theories will inform the practice. However, in other circumstances, the practice informs the theories. In service delivery, the South African government had institutionalised the Batho Pele principles as the template that provides guidelines for service delivery. The application of these guidelines is primarily determined through how leadership should be practiced in the workplace. The practice of leadership is also explained in certain theories that would be discussed herein (Service Delivery Improvement Guide, 2005:25).

The different theories are dependent on each other and none of them alone provides a complete picture of itself. An understanding of leadership will include topics such as: an overview of major research approaches to leadership, power influence approach, behaviour approach (Yukl,1989:7-8). The following theories will be discussed to further explain leadership: traits theory, theories of emergent leadership, contingency, situational leadership theory, and the new leadership, which comprises of transformational leadership theories (Gill, 2006:35).

2.2. An understanding of leadership

In order to understand leadership it is important to get an understanding of leadership from different points of view. Different writer have different views on what could be the best leadership style for different situations. The following headings will try to provide a clearer picture.

2.2.1. The concept leadership

During the 1930's and 1940's, many studies focused on leadership as a trait an inborn quality that makes a person a leader. This theory restricted leadership to only those who believe they possess these characteristics. Later research, however, suggests that from a management perspective, leadership is a process of influencing individuals towards goal attainment (Yukl, 1989:12). It can be argued that leadership can be assigned, based on the position the person is appointed to, or it can be emergent leadership, resulting from what one does and how one acquires support from followers. Leadership as a process of influencing individuals applies therefore to individuals in both assigned and emergent roles.

Leadership is seen as the greatest influence on the way the organisation is shaped and transformed (Bell, 2006:123). Strong leadership will enable delivery of the reformed public service. Leaders have the ability to shape organisations and have influence on the culture of the organisation. To be able to do that there is a need to move away from the negative stereotypes of being reluctant to take risks to change the way they have been operating. This means that leaders need to adapt, innovate and carve out a new path through the bush to allow change that will improve service delivery. Leadership is about the functions of guidance, alignment

of people, motivation and inspiration of teams. Leadership is the most elusive phenomenon found in organisational science; and it remains the most studied and least understood concept. It is argued that research on leadership shows that there are many views on what constitutes leadership (Covey, 1992:15).

A people – centered and strategically focused leadership in the public service faces a momentous task in ensuring that the public service is aligned with the priorities of government. Leaders are faced with challenges and the technical or functional skills that are not sufficient. New skills of leadership are required such as strategic skills, to lead beyond boundaries, and keep sight of the vision ahead (Service Delivery Review, 2006:104). This calls for leadership development that will bring about environmental change that will enforce organisational growth and development. This means that as the environment changes, the organisation also needs to grow and develop.

Traditional management or leadership has been viewed in functional terms such as planning, leading, organising and controlling. In other countries, for example in Canada, experience has shown that institutional functionalism causes departments to loose sight of their missions. Departments are required to concentrate on ends rather than on the means (Service Delivery Review, 2006:108). Leadership in developing countries is seen as the key to changing the culture of the public service.

Due to the complexity and disagreements that occur at the theoretical level concerning the conceptualisation of leadership, there is lack of consensus on the operational definition of leadership (Mouton, 1996: 35). According to Kotter (1999:72) leaders are people who direct others and

followers have little authority over the decision making processes related to goals and programming of activities. From this point of view leadership can be described as autocratic in nature and largely influenced by scientific management theories, which emphasise efficiency and control. This leadership paradigm is seen as supporting the great man leadership approach, which suggests that leaders are born, not made.

2.2.2. Leadership and Management

According to Kotter (1999:73), leadership initiates changes and management deals with the question of coping with the complexity brought about by the changes in question. A leader is required to be able to determine direction. A leader should be able to gather a broad range of data and provide correct interpretations. A leader is able to direct and guide from the premise of a vision and strategies that are beneficial to the people, organisation and the employees.

In the literature on communities of leaders, leadership is seen as a process that is shared among different stakeholders. Senior leaders are viewed as leaders among leaders. They are responsible for promoting leadership development and growth at various levels of the organisation. This context has a flatter and more integrated organisational structure and participants who share common values and purposes (Covey, 1993:29). The interactive nature of this leadership style promotes the democratic principles of leadership, consultation and negotiations and recognises interdependency between followers and leaders. This approach recognises the important role played by followers in aiding or resisting the imposition of the leader's ideas on the group. It recognised the idea that

leaders are there to serve others as well as to lead at the will of their followers.

According to Covey (1992:33), there are characteristics that distinguish people who are principle-centered leaders and these are people acumen, organisational skills, intellectual capacity and self-confidence. The leadership and management of the Department of Health and Social Development could be more effective with the incorporation of these attributes. The traits are not only characterising effective leaders but serve as signs of progress. A leader needs to have certain characteristics that will distinguish him or her from other people.

2.2.3. An Overview of Major research approaches to leadership

An analysis of the theories of leadership provides insight into this complex component of management, rather than indicating the best leadership style to be applied in a specific situation (Yukl, 1989: 7)

2.2.3.1 Power influence approach

Research with regard to this approach explains leadership effectiveness in terms of the amount of power possessed by the leader, the types of power and how the power is exercised. A person's power depends on a considerable extent on how the person is perceived by others (Yukl, 1989: 7) Power is a measure of an entity's ability to control the environment around itself, including the behavior of other entities. The term authority is often used for power, perceived as legitimate by the social structure. Power can be seen as evil or unjust, but the exercise of power is accepted as endemic to humans as social beings. In the corporate environment, power is often expressed as upward or downward. With downward power, a company's superior influence subordinates. Power can be also defined

as upward in a company. When a company exerts upward power, it is the subordinates who influence the decisions of the leader (Greiner & Schein, 1988). Often, the study of power in a society is referred to as politics. The use of power need not involve coercion (force or the threat of force). At one extreme, it more closely resembles what everyday English-speakers call "influence", although some authors make a distinction between power and influence – the means by which power is used (Handy, C. 1993 Understanding Organisations).

Much of the recent sociological debate on power revolves around the issue of the enabling nature of power. A comprehensive account of power can be found in Steven Lukes *Power: A Radical View* where he discusses the three dimensions of power. Thus, power can be seen as various forms of constraint on human action, but also as that which makes action possible, although in a limited scope. Much of this debate is related to the works of the French philosopher Michel Foucault (1926–1984), who, following the Italian political philosopher Niccolò Machiavelli (1469–1527), sees power as "a complex strategic situation in a given society social setting". Being structural, his concept involves both constraint and enablement.

2.2.3.2 Behaviour approach

This approach refers to what leaders and managers do on the job. Research has sought to identify differences in behavior patterns between effective and ineffective leaders. It reveals a correlation between leadership behavior and measures of subordinates satisfaction and performance (Yukl, 1989:8). In the paper on changing behaviours that are not helpful, Feeley and Jones present case studies – each one illustrating

a different application of the behavioural approach and, together, provide the reader with a fuller understanding of the approach[J]. While the principle that behaviours persist or increase because they are providing the child with a reward applies in all situations, a variety of other factors need to be considered. The authors point out that while careful observation of a child during the day in the situations in which difficult behaviours occur is always the starting point, background factors need to be investigated also.

In a baseline assessment, it should become clear how often a particular behaviour occurs (frequency), what happened just before it occurs (antecedent events) and what happens straight after it occurs (consequences or reinforcing events). All these need to be known as the first step towards developing and effective intervention plan but in addition, it is important to find out if the child has slept the night before, or has been unwell, or had an upsetting experience such as a parent being in hospital to deal with (setting events). When a child is experiencing other difficulties in his or her life, behaviour difficulties may occur more frequently and, rather than focusing too heavily on changing the behaviour, changing the setting event, for example, sorting out sleep problems, may be the first thing to tackle. When the setting event cannot easily be changed, then those around the child can be sensitive to using preventative strategies to reduce the likelihood of difficult behaviours.

The five case studies describe how to address non-compliant behaviour such as dropping to the floor when asked to do something, how to teach a child not to hug unfamiliar adults, how to stop a toddler from throwing materials or turning away and refusing to join in early intervention activities, how to reduce 'tongue protrusion' and accompanying 'mouth noises' and how to support change for a child with sleep disturbance. Many parents and teachers will recognise the types of behaviours

described as they are all quite common among children with Down syndrome.

In fact, research studies show that children with Down syndrome are less likely to show difficult behaviours when compared with other children with similar levels of learning difficulties but not having Down syndrome. The behaviour difficulties that they engage in tend to be similar to younger typically developing children matched for mental age and therefore may be considered 'developmentally appropriate'. The behaviour difficulties of the majority of children also improve with age – they grow out of them. While all this information is reassuring, children with Down syndrome do show more difficult behaviours than typically developing children of the same age and this will matter if they are to be fully included in school, preschool and the community. Therefore, in my view, parents and teachers need to encourage age-appropriate behaviour as far as possible and not simply wait for things to improve.

2.2.3.3 Trait approach

This approach emphasizes the personal attributes of leaders. Research conducted in the first half of the previous century, revealed that leaders' success can be attributed to abilities such as energy, intuition, foresight and persuasive powers. This research effort, however failed to find traits that would guarantee leadership success. Recent research has focused on managerial motivation and special skills rather than on personal traits and general intelligence, and tends to relate traits to specific role requirements for different positions.

2.2.3.4. Categories of Personality Tests

The first includes projective tests. With a projective test, such as the inkblot (overhead transparency shown in class), the "item" is a picture that the person looks at and responds to. They are supposed to say what they "see" in the picture. The task of the person giving the test is to interpret what the person's answer means and what it says about that person's personality. Thus, projective tests get their name from the fact that the test taker supposedly "projects" their personality when responding to the item. The test items are ambiguous, especially the inkblot. Projective tests were popular for many years. There is, however, a big problem with projective tests. They are not reliable and they are not valid. The reliability problem comes from the facts that:

1) A person taking the test may answer one way on one day and another way the next day.
2) Two "experts" who score the test may interpret the same answer very different ways.

Thus the "test score" for the person who takes the test may be one thing on one day and something completely different the next.

Projective tests are not valid because they do not predict behavior. Nonetheless, they continue to be used. Why? Old habits die-hard; they have been used for many years. In addition, the person giving this type of test has a lot of control over how it is scored. This is not the case with the next type of test, objective tests.

2.2.3.5 Situation approach

This approach emphasizes the importance of situational factors such as leader's authority and discretion, the nature of the work performed by the leader's unit subordinates' ability and motivation, the nature of the external environment, and the role requirements imposed by subordinates, peers, superiors and outsiders. One line of research in this regard seeks to discover how the situation influences behavior and another attempts to identify aspects of the situation that moderate the relationship of leader traits of behavior to leadership effectiveness. The assumption is that the same behavior pattern is not optimal in all situations. A situation, within this context, is a "set of values and attitudes with which the individual or group has to deal in a process of activity and with regard to which this activity is planned and its results appreciated. Every concrete activity is the solution of a situation Situations can be complicated affairs and generally have five elements:

- the structure of interpersonal relationships within the group
- the characteristics of the group as a whole;
- the characteristics of the group's environment from which members come
- physical constraints on the group

Situational influences thus constrain the leader who must adapt his or her style of leadership to the situation at hand. Situational leadership, according to Northouse, has both a directive and a supportive dynamic. A situational motivated leader realizes that the skills and motivation of any group member are not static and the mix of the leader's supportive and directive activities must likewise change with the situation. The situational approach has been refined and revised several times since its inception

and it has been used extensively in organizational leadership training and development (Northouse, 2007, p.91).

2.3. Leadership Styles

Leadership focuses on human interactions such as the ability to influence others. In order to influence people, leaders may rely on personal traits and styles to influence others. Four basic leadership styles have been identified by Mondy & Premeaux, (1993:333).They are autocratic, democratic, free rein and participative or leadership as a continuum. The autocratic leader commands and expects compliance from the followers without engaging them within the ambit of consultative requirements.

2.3.1 Autocratic leader

An autocratic leader is a typical functionary who belongs to the classification of McGregor's theory X advocated in the writings of Mondy & Premeaux (1993: 295) who stipulates that people dislike working and relinquishing their responsibilities, lack of ambition and creative ability and mainly financial security from the employers.

2.3.2 Democratic leader

A democratic leader, contrary to a autocratic leader consults with the people. These are leaders who satisfy the requirements determined by the McGregor's Theory Y that assumes that people can be self-directed if achievement brings rewards (Mondy & Premeaux, 1993: 295).

2.3.3 Free rein leader

The free rein leader uses very little power, giving the followers a high degree of independence. These is practised on followers who have shown signs of being responsible and are well motivated in carrying out their duties (Mondy & Premeaux, 1993:335). In the case of the Department of Health and Social Development, a free rein leader may be ineffective taking into cognizant the sensitive human factors involved in the core business of the department which is to promote the health and the wellbeing of the people in pursue of their social functioning. Literature reviewed in this research departs from the premise that there is no appropriate leadership style in that all these styles are influenced by the dynamics of the situation in question. The term "leadership style" refers to a leader's behavior. Behavioral pattern, which the leader reflects in his role as a leader, is often described as the style of leadership. Leadership style is the result of a leader's philosophy, personality, experience, and value system. It also depends upon the type of followers and the organizational atmosphere prevailing in the enterprise.

There are four types of leadership style. It includes autocratic leadership, participative leadership, free rein leadership and paternalistic leadership. The autocratic leader gives orders that must be obeyed by the subordinates. He determines policies for the group without consulting them, and does not give detailed information about future plans, but simply tells the group what immediate steps they must take. He gives personal praise or criticism to each member on his own initiative and remains aloof from the group for the major part of the time.

A participative leader is one who gives instructions only after consulting the group. He sees to it that policies are worked out in group discussion

and with the acceptance of the group. Participative manager decentralizes managerial authority. His decisions are not unilateral like that of the autocrat. Unlike an autocratic leader who controls through the authority he possesses, a participative leader exercises control mostly by using forces within the group.

A free rein leader lets the group lead itself. The free rein leader avoids power. He depends largely upon the group to establish its own goals and work out its own problems. Group members work themselves and provide their own motivation. Under paternalistic leadership, the leader assumes that his function is paternal or fatherly. His attitude is that of treating the relationship between the leader and his group as that of a family with the leader as the head of family. He works to help, guide, protect and keep his followers happily working together as members of a family.

2.4. Effective Leadership: Leadership that achieves results

Goleman (2000:78) states that research conducted by the Hay and Mcbar firm on a random sample of 3871 executives, selected from a database of 20000 executives worldwide revealed that leaders will achieve results by applying six distinct leadership styles and these are: coercive leader, authoritative leader, affiliate leader, pace setting leader, coaching leader and democratic leader. The research offers an understanding of how different leadership styles affect the performance and results; it also offers clear guidance on when a manager should switch between them and it accentuates the fact that leaders with the best results do not rely on only one leadership style. The following leadership style as presented in table below:

Table: 2.1 Leadership styles (Goleman (2000: 82-83)

Style	Characteristics	application
Coercive leaders	Demand immediate compliance	The enterprise is threatened for example, due to low service levels staff need to react to an immediate instruction i.e. immediately
Authoritative leaders	Mobilise people toward a vision	The leader of the enter derives his\her and uses it to move staff in order to attain the vision the overall impact on the climate is positive
Affiliate leaders	Create emotional bonds and harmony	Applied in project where desired outcome requires much team work positive overall impact
Democratic leaders	Build consensus through participation	When radical change is expected, i.e through a re-engineering project, and buy-in from the entire staff is re
Pacesetting leaders	Expect excellence and self direction	Leading through setting of standards, which were not set together with staff.

Coaching leaders	Develop people for the future	Leader is focused on opportunities to involve staff in projects with a view to developing them for the future. Positive overall impact on the environment.

Executives are said to be using all six of these, although of the six, there is only four, which consistently have a positive effect on climate and results. Those are the authoritative, democratic, affiliative and coaching styles. The coercive style works best in a crisis situation when the leader needs to demand immediate compliance without any further consultation, negotiation with staff or input from staff, but it has a damaging effect, in particular with regard to the leader' top-down decision making. Like the coercive style, the pacesetting style has its place in the leader's repertory. The leader sets high performance standards and exemplifies them with himself or herself. Poor performers are pin pointed and even replaced. Although improved results are expected through taking such a radical step, this style rather destroys the climate.

According to Goleman (2000:90), the business environment is changing continuously and the leader must respond accordingly. Leaders should develop their emotional intelligence and use distinct leadership styles at just the right time and in the right measure hour-to-hour, day to day, week to week, in order to be efficient and effective.

2.5 Practices of leadership

Leadership is not only a theoretical phenomenon in the first place even if it means at all, but it is a practical reality. A practical reality that contributes in the delivery of service in the case of the public sector or maximisation of profit in the case of the private sector. Kouzes & Posner (2002: 13) explain that there are practices of leadership that manifest themselves in providing practical model that represent reality; inspiring a shared vision; challenging the process and enabling others to act in accordance with the norms and values of the society. Exemplary Leaders tend to be models of behaviours that influence others to emulate. They are required to incorporate the guiding principles of effective leadership and lead from the conscious perspective.

Modeling earns leaders respects and dignity according to the sentiments that Kouzes & Posner (2002:14) advocated in the newly transformed methods of leadership and management in the twenty first century. The transformational leadership, in the context of South Africa also promotes the modeling requirements in order not to compromise the delivery of service. Leaders who fail to model and earn respect and dignity in the department that in mandated to address the health and social development aspects of the South African population could hamper the envisaged development.

2.6. Traditional views of leadership

The traditional views of leadership tend to describe leaders as people who maintain tradition and direct others. These leaders do not give people the authority to make and take decisions related to goals and programming of activities. Bensimon & Neumann, (1994:109) explain that leadership can be grouped into categories i.e. traits theory, theories of emergent leadership, situational theory, contingency theories, situational theory, cultural theory and transformational theory.

2.6.1. Traits theory

The traits theory is based on body humour. It believes that effective leaders show common traits or characteristics that cause them to behave in certain ways (Gill, 2006:37). Those traits are Integrity, maturity and energy, business acumen, people acumen, organisational acumen, curiosity, intellectual capacity and global mindset, superior judgment, an insatiable appetite for accomplishment and results, motivation to grow and convert learning into practice. It talks about the internal qualities that a person is born with. The theory believes that leaders are born not made.

The problem with the traits theory is that it deals with the generalities of social strata rather than with the analysis of the personalities and behaviour of leaders. Leadership does not only involve the power of control but also the power to motivate (Gill, 2006:37). The traits theory can be seen as imperfect in the sense that not all leaders behave or have the same or common traits to conclusively give reason that leaders need to possess those traits to become the best leaders (Crainer, 1998: 108).

2.6.2. Contingency theory

The contingency leadership approach and the situational theory on the other hand emphasises that leadership shifts from analysis of personal traits to a study of personality, roles and relationships (Crainer,1998). This means that different circumstances require different forms of leadership. For example, there are times when a leader has to be autocratic so that performance can improve. People who according to Annunzio's 20/60/20 Rule (2001:28) who fall under the bottom 20% are those who need to be pushed to do things they are supposed to do. Regarding the 20% that falls under those people who do their work without being followed, the leader can be democratic. The reason for not following them is that they can be trusted to perform their work diligently. The democratic leader would in this same situation allow people to use their skills without following them all the time. This allows the employees to be creative and innovative therefore impacting on service delivery positively.

2.6.3 Situational theory

The situational leadership measures the amount of direction a person needs and the amount of facilitation that a person needs. A leader should be able to know the people who needs less facilitation and more direction and those who need more facilitation and less direction. In this way service delivery can be improved (Bell, 2006:185). Leaders may emerge who have the characteristics and skills to meet the needs of their group, organisation or society. Their leadership depends on the interaction between the goals of the followers and the leader. The emergence of natural leaders is usual in politics. The ability or desire to serve the needs of other people is usually the reason why leaders emerge. The example is

that of Nelson Mandela who served 27years in prison because he believed that the citizens of South Africa were entitled to freedom and a better life. Great leaders serve others. They become servant leaders (Gill, 2006:40).

The problem that leaders have with this leadership is that it is inconsistent with their self-image. It becomes difficult to differentiate between the leader and the servant. The leaders believe that the leaders should lead and servants should serve. They argue that if leaders are going to be servants, then what are servants going to do and who is going to do the leading (Crainer,1998:39).

Two kinds of leaders are identified namely the strong natural leader who takes charge, makes decisions and gives the orders and the strong natural servant who assumes the leadership role because they see it as a way in which they can serve(Gill,2006:41). Strong natural leaders are assertive and driven by the need for acquisition or dominance whereas strong natural servants are driven by the need to serve a cause.

Emergent and servant leadership theories ignore the wider organisation or society that presents many demands in addition to those of a particular group of followers. For example, Nelson Mandela is an emergent leader who did address such demands (Gill, 2006:42). Add more sources

2.6.4. Transformational theory

Transformational leadership is based on the intrinsic motivation such as the emphasis on commitment rather than compliance from the followers. The transformational leader is therefore proactive, innovative and visionary (Crainer, 1998:41). This kind of leader allows the followers to perform their duties without being followed hence improving service delivery.

Leaders who believe in transformation are able to select the right people and match them to the right positions (Bell, 2006: 182). The problem is created where the leadership favours certain individuals who at times are not even performing at the expense of fellow employees and service delivery. If right people are not selected for certain positions, it becomes costly for the department because there will be a need for training and time spent covering for deficiency. Leaders need to understand that people don't change much and that there is no need in wasting time trying to put in what was left out (Bell, 2006:183).

2.6 The Manager versus the Leader

Although leadership and management are related, they are not the same. Managers focus on non-behavioral aspects of management such as the systematic selection of goals and objectives, the development of strategies to achieve the goals, the design of the organisation and the control of the activities to attain the goals. This is in contrast with leaders who focus on behavioural aspects of management, aim at energising people to change what needs to be changed and steer the enterprise into a particular direction (Management principles 2002: 283-284). However,

both management and leadership are required by the effective enterprise. Managers should therefore acknowledge the importance of the leadership component of their work and be developed to become leaders who achieve results.

As far back as 1989, Bennis (1989:45) pointed out that leaders "master the context" rather than surrender to it and made the following distinction between managers and leaders:

Table 2.2: The manager versus the leader (Adapted from Bennis (1989:45)

Manager	Leader
Administers	Motivates people
Focuses on systems and structures	Focuses on people
Relies on control	Relies on trust
Has a short range view	Has a long range perspective
Asks how and when	Asks what and why
Imitates old ideas	Originates new ideas
Does things right	Does the right thing
Is a copy of other practices	Is original in creating business
Accepts the status quo	Challenges the status quo

Riggs (2001:7) too acknowledges the above distinction and accentuates the fact that it does not imply that a person cannot be both a good manager and a fine leader. Competent managers are extremely important in all business activities including government business.

2.8. Leadership and service delivery improvement

Since 1994, the democratic government in South Africa has targeted the acceleration of service delivery to the communities. The acceleration of service delivery would address the inequalities that are the result of the past. The South African government has come up with policies that will fast track the acceleration of service delivery (Service Delivery Review, 2006:106).

The White Paper on the Transformation of the Public Service published in 1995 is the major policy instrument to address service delivery. The White Paper on transforming service delivery recognises that service delivery was insufficient, ineffective, fragmented, discriminatory and corruption infested just to name a few. This document aims to at redressing the imbalances of the past by declaring that services should be people-centered. This means that the people should be involved in the betterment of service delivery for a better life for all (Service Delivery Review, 2006:106) . The concerns raised about service delivery can be attributed to either positions that employees occupy or their behaviour in service delivery (Matshabaphala, 2008:4). In the context of this study, the aim is finding out if leadership has any impact in the delivery of services i.e. whether it is their behaviour or their actions that has an impact.

In government departments, employees are charged with the responsibility of delivering services to the public (Matshabaphala, 2008:4). Delivery depends on individuals in an organisation as much as leadership support or non-support depends on individual leaders. For service delivery to improve, issues such as resource, incentives, staff development, job satisfaction, support and motivation by leadership need to be given

priority. Some organisations have organisational culture or corporate culture that identifies them from other departments. For example, a particular department may have service excellence awards in order to encourage employees who are working hard. Employees are expected to know that there are targets that need to be met and that means hard work and commitment from their side.

The delivery of services means meeting the needs of the public and this can be achieved through human scale development framework, which suggests that there is a need to make sure that people's subsistence, protection, affection and other related needs are met. To meet the people's need, a service delivery culture needs to be developed and maintained. In delivering the service to the communities, the concept of altruism exist which means being of service to the people. To be able to do this, Goleman (1998:95) indicates that giving service to others should be beyond the motivation of money or status.

Leadership is not about positions that people occupy but about their actions. Good leaders develop and direct the culture that drives the organisation. Through leadership, public servants can care about their clients. This caring can be seen in the improved service being delivered to the clients (Matshabaphala, 2008:8). Leadership is considered from three different perspective, such as personal leadership, organisational leadership and public leadership.

In order to improve service delivery, focus should be on institutional performance, implementation of policies, systems need to be efficient infrastructure should improve and resources should be made available (Service Delivery Review, 2006:106). The other level contributing to

service delivery is the individual performance level. There should be accountability linked to job descriptions and delegation of authority, commitment, ethical conduct and appropriate performance management.

The Service Delivery Improvement Programme should be part of the strategic planning. These programmes or plans are aimed at bringing Batho Pele to life and improve service delivery. SDIP seeks to protect customer's rights and transform the public service from bureaucracy to a result driven organisation. Departments are expected to develop Service Delivery Improvement Plans and the leaders should be assigned the responsibility .The plans need to be reviewed in order to check progress. (Service Delivery Review, 2006:106).

2.9. The Batho Pele principles for service delivery

In rendering effective and efficient services, the principles for service delivery should be in line with the government's Batho Pele. The objective of Batho Pele is to improve service delivery, meet the needs of communities and improve the image of the Public Service. Batho Pele is not an "add on" activity but a way of delivering services by putting citizens at the centre of public service planning and operations. It should be an integral part of strategic planning and implementation strategy of all programmes. The citizens can hold the public servants accountable for service delivery by this simple and transparent mechanism (Batho Pele Handbook,1999: 42)

Batho Pele has its roots in policies and legislation such as the Constitution of the Republic of South Africa of 1996, the White Paper on Transformation of Public Service of 1995, Public Finance Management

Act of 1999 and Public Service Regulation of 1999 and 2001. These legislative frameworks are aimed at transforming the Public Service delivery by involving the recipients of the service and ensuring that the public funds are utilised effectively and efficiently (Batho Pele Handbook, 1999:37). The following values; consultation, service standards, access, courtesy, information, openness & transparency, redress and value for money have been identified for service delivery and are derived from the Batho Pele principles (Batho Pele Handbook, 1999:37). The leadership has a responsibility of consulting customers as to the services they need so that whatever planning is taking place in the department the consumers of the service inform it. Customers should be consulted about the level and quality of the public services they receive, and wherever possible, should be given a choice about the services that are offered (Batho Pele Handbook, 1999:38).

Government departments are required to publish service standards for existing and new services. The service standards are important in making sure that the public servants perform within the expectation of the customers. Customers should be told what level and quality of public services they will receive so that they are aware of what to expect. In delivering services to the communities, public employees need to show courtesy and consideration. Staff performance should be regularly monitored in order to avoid discourtesy (Batho Pele Handbook, 1999:38).

Departments need to set targets for extending access to public servants and public services. Special programmes for improved service delivery to physically, socially and culturally disadvantaged persons need to be implemented. This means that citizens should have equal access to the services to which they are entitled. Public services should be provided

economically and efficiently in order to give customers the best possible value for money (Batho Pele Handbook, 1999:39).

During the dawn of the democratic government, delivery of service has always been a buzzword. After ten years of the democratic South Africa, the public service emphasised not only the question of service delivery, but its *acceleration.* In this vein, the Department of Health and Social Development in the Limpopo Province is required to operate within the parameters of the *accelerated* service delivery to communities. Improvement in service delivery is measured in terms performance management at an individual level, interpersonal and departmental level taking into account the correct effective application of policies, efficient systems, processes, infrastructure, technology and resources as well as the overall institutional performance (Service Delivery Report, 2006:107).

In his 2004 *State of the Nation Address*, the South African State President, Thabo Mbeki addressed the nation and indicated that, "We must be impatient with those in the public service who see themselves as pen pushers and guardians of rubber stamps, thieves' intent on self – enrichment, the bureaucrats who think they have a right to ignore the vision of Batho Pele. Those who come to work as late as possible and knock off as early as possible" (Service Delivery Report, 2006:106).

2.10 Conclusion

The chapter explained the nature of leadership and indicates that effective leaders should be aware of the theoretical approaches towards leadership and the distinctive leadership styles to be applied in order to be effective. It further discussed the shift from management to leadership and on how leadership structures can be developed to establish a leadership driven enterprise.

The Public Service is expected to deliver services that were promised in an accelerated manner since it is at the top of government agenda to do so. The chapter explained what needs to be done for service delivery to be accelerated to avoid outcries from the communities. The Public Service Regulations 2001 indicates that every executing authority should ensure that they establish and sustain a service delivery improvement programme for their departments. Such programmes will give direction to departments and also assist in the acceleration of services. The policy/ regulations further specifies that the service delivery improvement programme (SDIP)should specify main services provided to different customers based on the assessment of their needs, the programme should contain consultation arrangements, specify mechanisms to be used to remove barriers so that access to services can be increased and also stipulate a system for handling complaints. It is therefore important for departments to give feedback to customers about service delivery I general especially in those areas where delivery is under threat.

The next chapter will focus on the research methodology that will be used to gather data which will assist in the improvement of service delivery.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1.   Introduction

This chapter presents the research methods used to collect data. The following will be presented; research design, research methods, sampling methods and data collection

3.2.   Research Design

According to (Leedy, 1993:127 – 128) research design is a strategy, the plan and structure of conducting a research project. It gives the framework for collecting data and how the study will be conducted. Research design deals with the following questions in the study: what are the data needed, where the data is collected, how will the data be collected, how will the data be analysed and interpreted. Creswell (1998:2) defines design to mean the entire process of research from conceptualising a problem to writing a narrative

3.2.1 Choice of design

Williams and Grinnel (1990:304) describes qualitative studies as studies whose purpose is to just gather data or facts in instances where little is known about the field of study. Where more is known about the research topic, a study can be expected to provide a higher level of knowledge; the appropriate research design here would have to be descriptive. Mouton (1996:111) states that descriptive research may be conducted by means of a review of the related social science and other pertinent literature and also by an investigation involving people who have practical experience of

the problem to be studied. In this study, social workers and community development workers are going to be interviewed in order to find out the impact of leadership in enabling them to render services in an effective and efficient way.

3.2.2 Rationale for design choice

The reason for applying the qualitative design in this study is that communities are complaining about the slow pace of service delivery. The aim is to find out if leadership contributes positively or negatively to the acceleration of service delivery in the Limpopo Province.

3.3.   Research methods

Qualitative research is more relevant for this study as it is set out to provide solutions to practical problems, in this case, the impact of leadership in accelerating service delivery. Several authors (Rothmans and Thomas, 1994:3, Rubin and Babbie, (1993:99) and Monette, Sullivan and de Jong, (1994:6), contend that qualitative research is designed with a practical outcome in mind in which the assumption is that some group or society as a whole will gain specific benefits from the research.

The qualitative approach according to the definition of Mouton and Marais (1994:155) is the approach in which the procedures are formalised and explicated in a not so strict manner, in which the scope is less defined in nature and in which the researcher does the investigation in a more philosophical manner. In this investigation, according to Nesser, Jourbert and Sonnekus (1995:53-54), preference is given to methods and techniques that capture the meaning of the experience, action or

interaction; unstructured questionnaires and interviews; participant observation; recording of life histories, use of autobibliographies or diaries; analysis of collected data by means of nonquantitative frameworks and category systems.

3.4. Sampling Methods

A sample is a small representation of a whole. A sample should be similar to the population from which it is drawn, on the variables that are relevant to the study (Mark, 1996:107). One of the challenges in sampling is to reduce the sampling error i.e. the error that may occur when the sample does not reflect the population from which it was drawn. In this study, the sample comprises of social workers and community development practitioners employed by the department of health and Social Development in Capricorn District, Limpopo Province who are responsible for delivering the service. According to Mark (1996:107) and Fortune & Reid (1999:47), it is not possible to interview the entire population without sampling. Non-probability or purposive sampling method was used to select the respondents in the Department of Health and Social Development in the Capricorn District. The researcher used her judgment guided by the selection criteria on who should be in the selected into the sample. The study is qualitative in nature, thirty two respondents i.e. sixteen social workers and sixteen community development practitioners participated in the research.

3.5 Study Area

The location of the study is the Department of Health and Social development Limpopo Province specifically Capricorn District. This district comprises of five municipalities, including the district office. The five municipalities are Polokwane, Aganang, Molemole, Lepelle Nkumpi and Blouberg. Polokwane is predominantly urban whereas the other four municipalities are predominantly rural in nature. The location was selected on the basis that the communities in those rural areas are complaining that service delivery.

The leadership include the district manager who is responsible for both social work services and community development sections. Social work head lead the social work service whereas community development head lead community development. The two heads report to the district manager. There is a section that provides support to the two components and it consists of transport, logistics, provisioning, finance, human resource development and registry.

The services that are rendered are; foster care, Family counseling services, services for older persons, services for people with disabilities, institutional HIV and AIDS, Victim Empowerment Programme services, Child protection, Probation services, funding of non governmental organizations, Substance abuse services and development of communities through involving them in projects to improve their lives.

3.6 Population

Population and sample are discussed here for the purposes of identifying the population of the study to which the findings will be applicable and to give an indication of the sampling procedures that were applied in this study. Goddard and Melville (2001:34) define a population as "any group that is the subject of research interest". Neuman (2003:541) on the other hand defines a population as "the large group of many cases from which a researcher draws a sample". In this study, the population consists of social workers and community development workers who are employed by the Department of Social Development and are involved in the delivery of social services in the Capricorn District of the Limpopo Province. The selection of the respondents was based on the fact that they are hands on and they will be in a position to provide information that is valid. They work closely with the communities who are the recipients of the service and the leadership who is expected to provide them with the support to enable them to deliver services.

3.7   Data Collection Methods

Data collection is the how or procedure to collect data. Data was collected through three methods, namely, questionnaires and documentation. In this study, the following data collection techniques were used:

3.7.1. Structured Interview Questionnaires

The respondents were given structured interview questionnaires which were completed individually. They were given the latitude to consult the researcher if they needed clarity. They interview questionnaires allowed respondents to expantiate in their explanations. The first part of the questionnaire dealt with demographical data, the second part was on the impact of leadership on service delivery, the relationship between leadership and service delivery, leadership problems and service delivery and lastly ways and means of improving service delivery in the Department of Health and Social Development.

3.7.2. Documentations

Literature on service delivery and leadership were consulted as this gave a broader understanding of the topic in discussion. Documentations such as journals, acts and policies were consulted.

3.8.   Data Analysis

The process of data analysis involves making sense out of text. Analysing qualitative studies requires a lot of subjective judgment and interpretation (Reamer 1998:354). In this study data collected was in the form of structured interview questionnaires which were read and checked to eliminate spoiled ones and remain with the correctly completed ones. The readings of questionnaires were done in order to come up with the summary of all the respondents' major points in relation to the study.

Phenomenological research identifies significant statements to generate meaning; it attempts re-telling the respondents' stories in such a way as to develop themes or trends on the subject of investigation (Creswell, 2003:190-191). Qualitative data analysis involves reading descriptive data, making notes on the trends found in the data and developing some descriptive categories (Roberts & Greene, 2002:763). Unlike quantitative data, there are no exact formulas for analysing qualitative data. There are some widely accepted procedures, but no exacting formulas into which one can enter data. Instead, analysing qualitative data requires a lot of subjective judgement and interpretation (Neuman, 2003:154). In qualitative studies, researchers end up with lots of paper and with lots of words on them and this information must be sorted out, organised and analysed.

3.9 Ethical considerations

Ethics in research is discussed here with the view to indicating the ethical context within which the study was conducted. Ethics refer to standards of conduct to ensure moral behaviour (Royse, 1999:85). A fundamental question here is whether the study itself is ethical. In social sciences, issues to consider in assessing whether a study is ethical include harmful labelling of people causing serious psychological distress or withholding needed treatment (Fortune 1999: 30-31).

3.9.1 Informed consent

Respondents will be informed about the purpose of the investigation and the procedure that will be followed. As pointed out by Barnett, Miller-Perrin and Perrin (1997:37) and de Vos et al (0) respondents need to get adequate information and all the procedures to be followed during the investigation. The respondents were clarified that participation in the research was voluntary and they should not feel pressured to take part if they do not feel like.

3.9.2. Confidentiality

The researcher will not reveal the identity of participants as well as any confidential information obtained during the study without their permission. Participants will not be coerced to take part in the research but their participation will be discussed amicably with them.

3.9.3. Anonymity

Sieber (1982:145) indicates that the right to privacy is the individual's right, Disclosure of the findings and conclusions of the research will be done with caution. For instance, Terreblanche and Durkheim (1999:70) contend that results of studies should be published with careful attention to the rights of participants and protection of identities of individuals and groups, especially if anonymity was guaranteed in the consent agreement

4. Conclusion

This chapter gave the literature of the study and how the study was conducted. The next chapter will focus on the analysis of data and interpretation. The data collected should be analysed in such a way that it will be usable. The chapter will include: research design, choice of design, rationale for design choice, research methods, sampling

CHAPTER FOUR: RESEARCH FINDINGS, ANALYSIS AND DATA PRESENTATION

4.1 Introduction

The present debate in Limpopo Province on the issue of improving service delivery, take place in the context of a changing public service. Analysts argue that service delivery is not being addressed at the pace that is needed in South Africa to redress service backlogs, especially in disadvantage communities. The service delivery and out come are examined to determine whether the public service is achieving the service delivery objective set out by the government. A number of positive initiatives are currently being undertaken by all Limpopo Province districts public services to redress service delivery imbalances and inequities, especially in previously disadvantages communities. However, the study suggests that, although progress has been made, certain areas of service delivery do require improved performance by leadership.

The study further suggests that effective approaches are needed. An effective leadership and governance is thus suggested for possible adoption by Capricorn district public service. This proposed leadership draws on the positive attributes of both Western and traditional African leadership and governances approaches. Every society has its distinct political, cultural and social traditions and principles, which are critical to the society's survival. This unique political, cultural and social benchmark forms the bedrock for efficient, effective and economical public administration in the society. This study points to the need to address factors influencing accelerating service delivery due to leadership.

In this chapter, a selective overview of service delivery at Capricorn district leadership is discussed.

4.3. Research Findings

The presentation of results is based on two categories of respondents namely, the community development practitioners and the social workers. They were all asked to respond to questions about leadership in their department and its impact on the effective service delivery in the Department of Health and Social Development in Capricorn District. The reason for the respondents to answer the questions was to find out how they feel about the support they get from the leadership, how that support impacts on the acceleration of service delivery. The respondents were further given a chance to explain what impedes them from delivering services in their respective workstations,

The structured interview questionnaire was divided into four sections. The first section was on the demographical data; the second section concentrated on the impact of leadership on service delivery; section three was on the relationship between leadership and service delivery; section four was on leadership problems and service delivery and section five on ways means of improving service delivery in the Department of Health and Social Development.
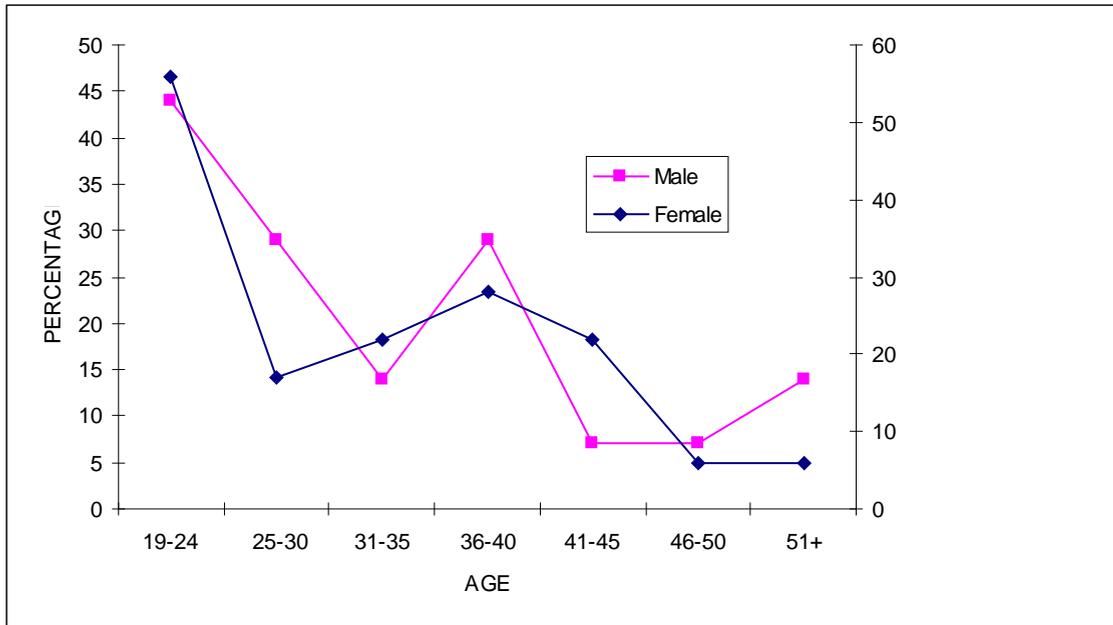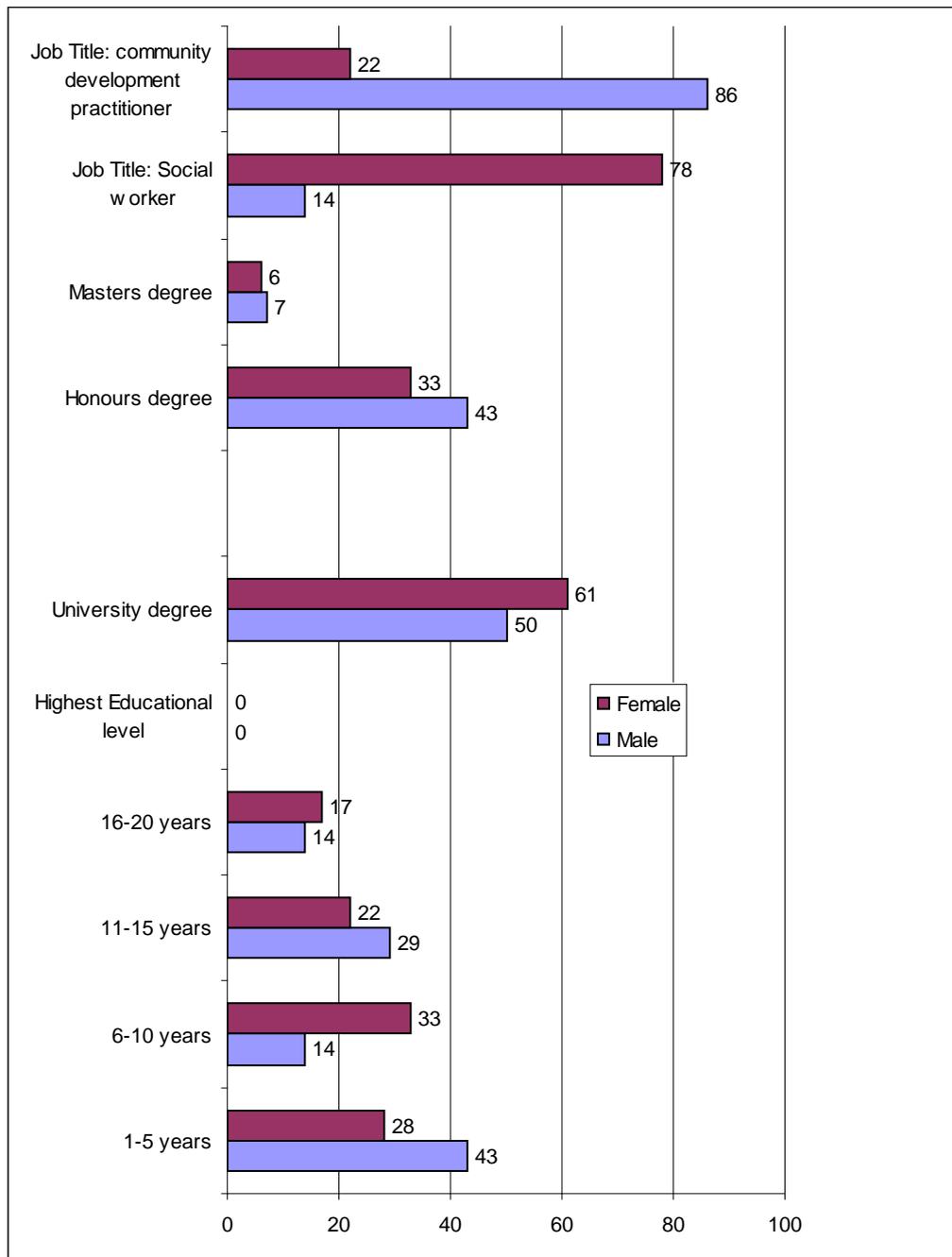
4.1.1. Demographical Data

Figure 4.1. Percentage and age distribution of all participants

The demographical data was concentrating on the identifying particulars of the respondents. The identifying particulars gave an indication of the number of males and females in the Department of Health and Social Development in Capricorn District. In terms of gender distribution, Capricorn District has more females than males, with the highest percentage of females at the age of 19 -24 years. While male's shows predominance between the ages of 36 to 40 years. This figure further shows that between the age of 31 and 35 years more lesser than females.

Figure 4.2. Job title, Years of experience and university qualification of participants
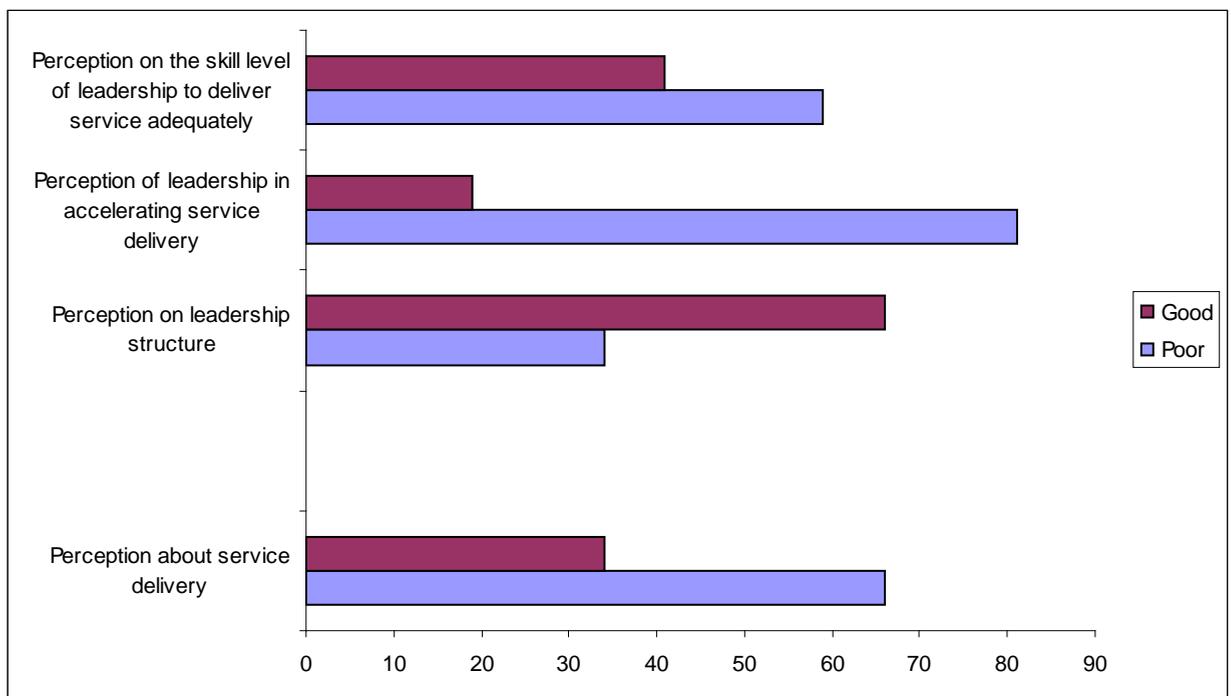
Section two of the questionnaire dealt with the impact of leadership on service delivery. How the respondents perceived service delivery in the Department of Health and Social Development, whether they think there is proper leadership structure in the Department of Health and Social Development, whether the leadership is doing enough to accelerate service delivery, and the skills and knowledge that available to make sure that services are delivered adequately. Figure 4.2 show that male are more predominate in all areas illustrated in the figure.

4.3.1 Impact of leadership on service delivery

The respondents were interviewed with the aim of finding out the impact that leadership has on service delivery. The information gathered from the respondents will shed light as to whether the impact is positive or negative.

Figure 4.3.Percentage on service delivery perceptions

4.3. 1.1 Leadership skills and knowledge to ensure service delivery

This variable on leadership skills and knowledge to ensure service delivery had a sharp distribution among respondents both community development practitioners and social workers. About 70% of respondents rated the service to be poor, this was spread almost constantly within all asked questioned as outlined in figure 4.3

4.3.1.2 The acceleration of service delivery by the Capricorn District Leadership

Fifty percent (50%) of respondents, both from community development practitioners and social workers responded to this variable of acceleration of service delivery by the Capricorn District Leadership negatively. They believe that the leadership is not doing much to accelerate service delivery in the district, which ultimately affects the moral of the employees. The respondents indicated that policies and plans are available but the problem is in the effective implementation of those policies and plans. Furthermore, the bureaucratic processes in decision making by leadership affects the staff to make sure that policies are implemented. Some of the negative responses also included the long durations of planning and no implementation. Others even denied any plan of action in existence as well as lack of support from top officials. The other 44% believed that the leadership was trying its best to accelerate service delivery through the implementation of policies and plans. They indicated that the leadership still needs to do much to improve service delivery. The remaining 6% was not sure whether the leadership was doing enough to accelerate service delivery.

4.3.1.3 Proper leadership structure in the Department of Health and Social development

The respondents both community development practitioners and social workers admitted to understanding the leadership structure. Forty seven percent (47%) of the responses were centered on the lack of leadership skills, the existence of fear, the lack of direction. The other 53% of respondents admitted to the existence of departmental organogram but largely ineffective. They pointed that the leadership does not advertise posts to increase the staff that will be able to make sure that services are delivered effectively and efficiently. In addition some of the respondents pointed out that a lot of political influence affected the effectiveness of the leadership structures. On the other hand the majority of respondents admitted that the leadership structure was undergoing reshuffling and hopefully it would be improved with time.

4.3.1.4. Perception about service delivery

The majority of respondents both community development practitioners and social workers, agreed that the level of service delivery was very poor due to the poor implementation of the plan of action, inadequate facilities, poor relationship between departmental staff and the communities as well as between top management and the subordinates in the department. The leadership structure is seen to be adequate but the management still lacks in skills such as planning, organizing, leading and implementation of plans. The remaining group agreed to the existence of service delivery but admitted that it still needed to be improved greatly.

4.3.2 Relationship between leadership and service delivery

The research wanted to find out if there is relationship between leadership and service delivery. As to how leadership contributes to excellent service delivery

4.3.2.1 Leadership contribution to excellent service delivery

The majority response to the contribution of leadership to excellent service delivery was inadequate. Many of the respondents indicated that the draft of policies, decisions is done in isolation without the other staff. In other instances responses such as incapacitated leaders was emphasized. On the contrary, some of the respondents agreed to leadership contributing to excellent service delivery. The above findings seem to highlight the general or insufficiency in leadership as a tool to achieve effective as well as efficient service delivery.

4.3.2.2   Leadership support in service delivery

The traditional way of providing public services to society was for government to create a line-function department. There are many examples of effective service delivery by the district, but the district is moving towards innovative ways of delivering services. In deciding, whether to provide services directly or to use other role players by leadership, the study suggest that the Capricorn district needs to choose from several types of delivery services. The involvement and inclusion of all relevant stakeholders by leadership should be improved and strengthened, to facilitate ownership of processes, which will heighten the chance of success. While some of the respondents admitted to leadership

support in service delivery, the majority of respondents both community development practitioners and social workers disagreed to leadership support. Some of the major reasons are favoritism and availability of support only when the provincial government intervenes in departmental matters. The other respondents admitted to leadership support but insufficient as expected. Consequently, service delivery is hampered due to poor leadership manifested by leaders.

4.3.2.3   Conducive environment for service delivery

In terms of conducive environment for service delivery, some respondents approximately half of the total respondents, complained about poor working environment majority lack of office space, a few office facilities. Many offices lacked computers, printers, fax machines. The other respondents complained about incompetence of leadership affecting therefore effective and efficient service delivery.

4.3.2.4   Leadership and implementation of Batho Pele principles

Public servants are meat to serve society in a positive way. The basic principle of government is to provide optimum service delivery in order to create a good quality of life for every citizen. Attempts should thus be made to improve the public service's performance and minimize the negative consequences of action. This implies that the public service's activities should be directed to satisfy the public's needs and to resolve the public's legitimate concerns. The focus on "people" issues ought to be improved and strengthened to ensure that people are indeed the focal point of development. This study points to the need for improved customer orientation and services delivery levels, which are required to satisfy

communities in Capricorn district of Limpopo Province. It can be manifested in increased concerns with quality of work and leadership development. There were disagreement to the effective implementation of all Batho pele principles, some highlighted discrepancies like accessibility, transparency, direction of these principles, lack of monitoring and evaluation. On the other hand, some respondents positively admitted to the existence training and workshops. Besides in terms of communication, all departmental offices have Batho pele posters as reminder to all staff about these codes of conduct.

4.3.3   Leadership problems and service delivery

Many of the responses on leadership problems gathered from the study indicated lack of capacity, political influence, favoritism, power abuse, lack of leadership methodologies, lack of monitoring and evaluation of policies, no defined leadership style among others. Both community development practitioners as well as social workers to be affecting service delivery agree upon all the above-mentioned problems

4.3.4   Leadership and change

While the Capricorn district may have in theory embraced a shift from the classical public administration to a new democratic administration, the study suggests that Capricorn district public service is presented with numerous leadership challenges. This is due to the new public administration displaying the advantages of increased political participation and higher percentages of overall population reached by the services, but several persistent weaknesses hamper the efficiency and effectiveness of service provision. The leadership should pay attention on

strengthening the different facets of promoting effectiveness, efficiency and economy "value for money" .The desirable state of affairs needed by leadership to ensure successful services delivery will only come to fruition when all role plays within and outside the district play a constructive role in prompting the general welfare of Capricorn district society . The implementation of the regulations and policies is viewed in the context of rapid technological development and a changing work force from a single cultural orientation to the multi-diversified workforce (Kotter, 1999:30). It is challenging to manage a diversified workforce without necessary skills and ultimately the delivery of services becomes affected. A well-orchestrated resistance often welcomes transformational changes.

4.4.1 Leadership style

The results in the study indicated especially with the majority that the leadership was poor; others even regarded it having no direction. Some of the respondents were comfortable with the leadership but recommended a lot of workshops and training sessions for the leadership in the department. The fact is with the integration of the literature review that there are a number of leadership styles that can be used in the department. According to Bass (1994) research in different organizations, sectors of society and countries have shown distinct patterns of behavior in transformational leadership. The need for transformational leadership in South Africa is critical to the changes taking place in the country. The massive redirection of South African society from Apartheid to a multiracial equal opportunity society calls for massive development and training efforts in all sectors. There is a definite need for transformational leadership in South Africa, especially if future leaders are to sustain fundamental long-term changes.

4.4.2 Leadership problems

The study indicated that a number of problems were hampering the effective as well as efficient realization of service delivery. Its important to note that the relationship between staff and external clients as well as internal clients was poor. Some of the specific problems mentioned are; favouristism, poor leadership skills and knowledge, lack of sufficient office space, no adequate facilities, resources, political influence, communication gap between subordinates and leadership to mention but a few. The existence of these is a disadvantage to service delivery. The first priority of the department of Health and Social development especially with its mandate as well as services to the public is to ensure that the public is satisfied. The role of any leadership therefore is service and not authority.

5.   Conclusion

This chapter gave an overview of the research findings, analysis and data presentation. The next chapter will present the conclusions and the recommendations of the research.

CHAPTER FIVE: CONCLUSIONS AND RECOMMENDATIONS

5.1. This chapter presents the conclusions and the recommendations of the research. The conclusion and the recommendations are drawn from the research objectives and the findings of this study.

5.2. Conclusions

Chapter five discusses the conclusions, and recommendations of the research. The chapter provides the solutions to the impediments that make the acceleration of service delivery to be impossible or to be affected. The issues that are going to be discussed are: what needs to be done to remedy the situation in order to accelerate service delivery and ensure that the leadership is involved.

The study confirmed that the relationship between management and the subordinates in the department was very limited. Some respondents indicated that some staff were being favored above others, policies and decisions were made in isolation of the subordinates or the immediate supervisors and yet they would be expected to implement those policies.

The question of leadership support was negatively responded to therefore enhancing poor service delivery. According to Hofmeyer (1997) the supervisor plays a key role in the satisfaction and well being of subordinates. A good manager-subordinates relationship can counteract other frustrations experienced by subordinates and overall satisfaction is often related to the strength of the relationship between manager and subordinate. This implies therefore that departments will have to take more seriously the idea of the supervisor as coach and mentor, someone

who gives regular feedback and recognition, supports and develops subordinates and builds teamwork.

The current leadership and governance framework of Capricorn district is ineffective in rapidly improving and redressing service delivery. This study has identified the serious need for a hybrid leadership and governance framework that will speedily redress of service delivery imbalances and inequality in Capricorn district. The improvement of service delivery in Capricorn district cannot however be achieved in isolation from other fundamental processes, procedures, systems and approaches. Furthermore a number of interrelated variables that impact on effective delivery ought to be addressed.

This means a shift from administration to an outcomes based mode of pubic administration. Capricorn district needs faster responses to the need and demands of society, better utilisation of resources, improved monitoring and performance and a more conducive work culture, to maximise efforts by directorates. Due to the complexity of service delivery Capricorn district cannot simply rely on a particular approach to meet its objectives, but rather must adopt several parallel approaches, which should be adaptable to each situational context.

The adoption of a unique leadership and governance framework within a new public administration model thus ought to be considered. The new public administration model should be manifested through a set of techniques and methods related to performance evaluation and measurements and by a set of values such as equity, productivity, and quality. The study indicates that a hybrid leadership and governance framework will focus on common goals and have a stronger group identity,

more group accountability, more communication, and a more egalitarian reward system.

The study suggests that the leadership and governance framework in Capricorn district should promote co-leadership to accelerate service delivery performance service.

The study points that the leadership style be focused on the accomplishment of service delivery outcomes. A hybrid leadership and governance framework does not seek to undermine the current leadership and governance framework in Capricorn district; rather it aims to shape the current framework positively towards improving service delivery. The need for an integrated service delivery is not only required to improve service delivery technically ,but also to develop techniques based on example , communication ,co-operation ,developing partnerships ,team work ,improving transparency ,promoting a code of ethics and using communication approach to provide service to Capricorn communities. The study further suggests that leadership should be based on nurturing and supporting co-workers. The objective is to turn the public into an effective vehicle for service delivery, imbued with a concern for performance and greater consideration for the interest of society, particularly poorer communities in Capricorn district.

The improvement of service delivery cannot be achieved in isolation from other fundamental changes within the Limpopo province public service .It forms part of an essential shift in culture. In this regard there is a need for an acceptance of local narratives within Limpopo context .The shift is to ensure that improved service delivery is a dynamic social activity out of which social, cultural, and political imperatives are integrated within a

leadership and governance. It is important for Capricorn district leadership to take cognisance of socio economic, cultural and political perspectives of employees of the public service, as well as recipients of these services. The impact of the African renaissance, and more especially the new democracy, in South Africa demands a respect for and integration of tradition and governance within the public service.

Within the context of regional and global integration, the New Partnership for Africa's Development (NEPAD) has raised critical issues on every facet of South African society. The South African public service is no longer isolated but acknowledges that it is part of and contributes to the larger sphere of global governance .It is an aspect of transformation that necessitates the South African public service to taken cognisance of this if the public service is to be relevant within the South African context and be in accordance with the common vision of socio-economic development in the African continent. What is required is a leadership and governance that can genuinely accelerate service delivery performance by Capricorn leadership, as well as partnerships locally, nationally, regionally and globally based on shared responsibility and mutual trust.

A comparative analysis between Western and African approaches is essential to clearly denote the advantages and disadvantages of both scenarios for service delivery .It is concluded that valuable lessons can be learnt from these different approaches. The attributes of a multidimensional and multifaceted leadership and governance that are appropriate for the unique diversity in Capricorn district are promoted in this study. Undoubtedly, transformational leadership, team leadership and African leadership and governance, which are adaptable to each unique

situational context, should lead sustainable public service delivery imbalances and inequalities in Capricorn district.

5.3 RECCOMMENDATIONS

The study suggests a hybrid model of its own unique strategies to accommodate diverse socio-economic, cultural and political perspective to improve service delivery in Capricorn district. In order to successfully implement a leadership and governance, it is also important for the Capricorn district leadership to address the challenges and weaknesses that impact on its effectively deliver goods and services.

The study suggests that the improvement of public service delivery requires multifaceted and multidimensional interventions, strategies and approaches within an emphasis on working for common good of all Capricorn district citizens. In this regard, it promotes effective communication, teamwork, joint efforts and nurturing leadership. The argument advanced in this study is to promote a unique Capricorn district leadership and governance within the Limpopo Province public service.

It is important to strengthen the current leadership and governance and to revive and extend traditional leadership and governance. The argument is not about changing the current leadership and governance, but the importance of improving current leadership and governance to improve and accelerate service delivery performance. It is important for public administration to recognise the importance of traditional African leadership and governance approaches in the midst of Western leadership and

governance approaches. The priority of this research is the understanding of and continuous focus on the problem statement.

Based on the research findings the study suggests strengthening, improving, and refining the current leadership and governance to improve and address service delivery imbalances.

A leadership and governance should promote an inclusive culture, which ought to foster in everyone the feeling of being part of a community .This will create solidarity and a sense of belonging. It should develop a culture of respect and dignity. Leadership ought to be able to identify utilise and manage the potential of people to create an effective public service. Leadership should motivate others to do more than they had originally expected and even more than they thought possible. These principles are evident in transformational leadership, team leadership and African traditional leadership.

The leadership ought to create a climate, where innovation and initiative are encouraged, where risk is accepted and well managed. The public service ought to create a climate where people empowered to make a difference and motivated to use their potential for the good of the public service and the community that it serves. This is espoused in the path – goal theory of leadership. Although people have become more individualistic the study suggests that effective teams deliver more than effective individuals.

The study suggests that the teams that succeed are those where public service ought to focus the team firmly on the public or customer. Leaders ought to do this with the knowledge that it is not just the route to successful service delivery but also the way to energise the team.

Furthermore leaders ought to maintain and increase successful partnership inside the public service and increasingly beyond it. The leader should link his or her activities to the effective delivery of service

Taking into account the findings of this study, the department will need to Consider implementation of leadership workshops, seminars, conferences, and training sessions to improve and create more knowledgeable awareness on how to lead organizations.

Kanungo (1998) maintains that three different stages are required for leadership to manifest within an organization:

1. Corporate leaders must demonstrate a desire to change the status quo and an intense sensitivity to environmental opportunities and constraints. They should also assess the needs, capabilities and inclination of organizational members.
2. Leaders need to formulate a vision, which is shared by stakeholders and articulate this vision using inspirational language.
3. Leaders must engage in acts involving personal risks and sacrifice. The presence of socio-cultural and gender diversity that create social stress requires a strong vision to focus on mutual goals and provide a sense of security. Furthermore, to gain trust of organizational members, the leaders have to act as role models, showing total commitment to achieving organizational objectives.

In order for the department to have a smooth service delivery with the support of leadership ,Top management should be involved in these leadership workshops together with subordinates, The values and culture of the organization will determine the type of leadership styles to be instilled in the department. An in-depth project plan will need to be designed in terms of the needs of the department pertaining to leadership training and development. These workshops need to be conducted on a regular basis. Subordinate ratings of a leader must be collected and presented to leaders. This would draw the attention of leaders to the discrepancies held by the people they lead. Besides, management must be supportive to subordinates especially in ensuring that the workplace is conducive for all.

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