

**EVALUATING THE ROLE OF GOVERNANCE AND LEADERSHIP ON SERVICE
DELIVERY: CASE OF EKURHULENI MUNICIPALITY**

UNIVERSITY OF SOUTH AFRICA

MASTER'S IN BUSINESS ADMINISTRATION

BY

THEMBI KHUPUZA

STUDENT NO. 67146996

Supervisor: Dr R. Erasmus

15 December 2021

DECLARATION

I, Thembi Khupuzo, declare that this thesis submitted for the fulfillment of the Master of Business Administration at the School of Business Leadership: University of South Africa is my original work.

I further declare that all sources used in the study are referenced and listed correctly on the reference list.

Signature: 

Date : 10/12/2021

ACKNOWLEDGEMENTS

I would like to thank the Lord God for the gift of life and strength to conduct this research. I would also want to acknowledge UNISA for giving me the chance to do this MBA. My supervisor, Dr. Renee Erasmus, I am highly indebted to you for the patience and support from topic selection, reviews and encouragement from the beginning to the end.

ABSTRACT

The study was a development of an effective leadership and governance framework that will improve the delivery of services in the Ekurhuleni Municipality. In accordance to the Constitution of South Africa, service provision as the primary task of local governments, and municipalities as frontline providers must play a leading and governing role in providing basic services to citizens. For a municipality to effectively and efficiently deliver the required services, it is vital that leaders know skills and capacities to possess and enable realisation of vision and ensure effective governance to navigate execution of roles and responsibilities. The addressing of the research objectives and research problem was addressed by inferences drawn from the reviewed literature and the primary study.

The research was a qualitative research where data was collected using interviews from a sample of 10 participants. The sample was reached using a non-probability sampling framework executed using a purposive sampling technique. The inferences were analysed using a thematic analysis. The study established that the current service delivery in the services were found ineffective as high density areas were posited as lacking clean water and also a dearth of water provisioning infrastructure. The public sector institutions are becoming unreliable and ineffective in terms of service delivery and are continuously failing to meet the needs and expectations of the services recipients.

More so, the leadership and governance in the Municipality is challenged by a model that excludes the community, politicisation of municipality leadership and lack of leadership capacity and development skills and competences. In this regard, it was determined in the study that the structures that can be adopted include aspects such as performance management system, integrated development plan and community development workers programme. The establishments informed the organisation that transformational leadership is essential and participatory mechanisms in the municipality as frameworks or models for effective governance and leadership. The study recommended adoption of

a hybrid approach should be adopted where democratic style must be integrated with the charismatic style and it is crucial that the municipal council approves the policy regarding the public participation.

TABLE OF CONTENTS	
DECLARATION.....	ii
ACKNOWLEDGEMENTS	iii
ABSTRACT	iv
LIST OF FIGURES.....	x
LIST OF ACRONYMS	x
CHAPTER ONE: INTRODUCTION.....	1
1.1 Introduction	1
1.2 Background of the Study.....	1
1.2.1 Overview of Ekurhuleni Municipality	2
1.3 Problem Statement	3
1.4 Aim of the Study.....	4
1.5 Research Objectives	4
1.5.1 Primary Objective	4
1.5.2 Secondary Research Objective	5
1.6 Research Questions	5
1.6.1 Primary Research Question.....	5
1.6.2 Secondary Research Questions	5
1.7 Significance of the Study.....	5
1.8 Conceptual Framework: Leadership and Governance on Service Delivery	6
1.9 Preliminary Framework of the Research.....	8
1.10 Conclusion	9
CHAPTER TWO: LITERATURE REVIEW	10
2.1 Introduction	10
2.2 Definition of key concepts	10
2.2.1 Conceptualisation of Leadership.....	10
2.2.2 Conceptualising Governance.....	12
2.2.3 Service Delivery.....	12
2.4 Theoretical Framework: Leadership and Governance and Service Delivery	13
2.4.1 Policy network theory.....	13
2.4.2 Rational choice theory	13

2.4.3 Interpretive theory	14
2.4.4 Organisation theory	14
2.4.5 Institutional theory.....	14
2.5 Legislative frameworks: public participation in local government service delivery	15
2.6 Leadership and governance challenges faced at local governments	16
2.6.1 High rate of senior management vacancies.....	16
2.6.2 Gaps in leadership and governance styles	17
2.6.3 Inept leadership	18
2.7 Structures put in place to promote good governance and leadership	18
2.8 Effective leadership model adopted by local governments in enhancing service delivery	20
2.9 Leadership and Governance in Africa.....	20
2.10 Conclusion	21
CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY	22
3.1 INTRODUCTION	22
3.2 AIM OF THE STUDY	22
3.3 RESEARCH APPROACH.....	23
3.4 RESEARCH DESIGN	24
3.4.1 Research Tools.....	25
3.4.2 Population and Sampling Method	28
3.5 DATA ANALYSIS.....	29
3.6 TRUSTWORTHINESS OF THE STUDY.....	30
3.6.1 Credibility.....	30
3.6.2 Transferability	30
3.6.3 Confirmability	31
3.6.4 Dependability	31
3.7 RESEARCH BIAS.....	31
3.8 ETHICAL CONSIDERATIONS.....	32
3.9 GENERALISABILITY	33
3.10 SUMMARY OF THE CHAPTER.....	33
CHAPTER FOUR: FINDINGS AND ANALYSIS	34

4.1 Introduction	34
4.2 Restating of Research Objectives and Research Questions.....	34
4.3 Demographic Details.....	35
4.3.1 Interview Turnout Rate	36
4.3.2 Participants' Gender Composition	36
4.3.3 Participants' Age Groups Composition	37
4.3.4 Participants' Position in the Organisation	38
4.3.5 Participants' Years of Service Compositions	39
4.3.6 Participants' Composition of Highest Academic Achievement	39
4.3.7 Interviews with Ekurhuleni Municipality Management.....	40
4.3.8 Thematic Mapping	41
4.4 Analysis of Data: Theme 1- Current Status of Basic Service Delivery	43
4.4.1 Water Services Delivery Status	43
4.4.2 Electricity Supply Services Delivery Status.....	45
4.4.3 Housing Services Delivery Status.....	46
4.4.4 Sanitation Services Delivery Status	47
4.5 Analysis of Data: Theme 2- Leadership and Governance Challenges Encountered	48
4.5.1 Leadership and Governance Model that Excludes the Community	49
4.5.2 Politicisation of Municipality Leadership	50
4.5.3 Lack of Leadership Capacity and Development Skills and Competences	51
4.6 Analysis of Data: Theme 3- Structures Promote Effective Leadership and Good Governance	53
4.6.1 Performance Management System	53
4.6.2 Integrated Development Plan (IDP)	55
4.6.3 Community Development Workers Programme.....	56
4.7 Analysis of Data: Theme 4- Effective Leadership and Good Governance Frameworks That Will Improve the Delivery of Services	57
4.7.1 Transformational leadership model.....	58
4.7.2 Participatory mechanisms in the municipality	59
4.8 Conclusion	60
CHAPTER FIVE: CONCLUSIONS AND RECOMMENDATIONS	61

5.1 Introduction	61
5.2 Conclusions	61
5.3 Recommendations for Improving Leadership and Governance for Effective Service Delivery	63
5.4 Recommendations for Further Studies	64
5.5 Conclusion	65
REFERENCES.....	66
APPENDICES	72
Appendix A: Permission Letter.....	72
Appendices B: Research Instrument.....	73
Appendix C: Editors Certificate	78
Appendix D: Ethical Clearance Certificate	79
Appendix E: Turnitin Certificate.....	81
Appendix F: Supervisor Consent Letter	92

LIST OF FIGURES

Figure 1.1: Conceptual Framework

7

LIST OF ACRONYMS

EMM Ekurhuleni Metropolitan Municipality

CHAPTER ONE: INTRODUCTION

1.1 Introduction

In South Africa, the emergence of democracy came in handy with novel challenges on which service delivery is expected to be one of the challenges within the public service (Wagana, 2017). The assumption is that the absence of effective leadership and good governance culminate into troubled service delivery and the public service institutions may expense a lack of capacity to mitigate the challenges surrounding service delivery. In this regard, some studies have emphasized the importance of municipalities as one of the most important public sector department since it forms the basis for providing services and is in proximity to the residents or communities (Kosec and Wantchekon, 2020; Acharya, 2018; Wagana, 2017). The provision of basic services to the community is a constitutional mandate where the institution bears a responsibility to provide services that include housing services, water, sanitation and electricity services, to mention a few. To some extent, the effectiveness of local governments in providing these critical services to the community is based on leadership in providing direction and governance, enabling citizens to participate in the service delivery process (Mees and Driessen, 2019). However, the impact of the leadership and governance concepts has remained fundamentally unexamined when it comes to service delivery by the Ekurhuleni Municipality, in South Africa, hence the crux of this study.

1.2 Background of the Study

The 1996 Constitution of the Republic of South Africa (hereinafter referred to as the "Constitution") provides South Africans with basic constitutional and political rights. According to Section 195(1) of the Constitution (Constitution of the Republic of South Africa, 1996), the supply of services shall be managed through democratic standards and practices. The high-quality professional ethics that should be cultivated and maintained in the service delivery process is one of these values and ideals (Wagana, 2017). In addition, services must be provided without prejudice, fairness, fairness, fairness, efficiency, effectiveness, and unbiasedness, the requirements of citizens must be met

and satisfied, and the invitation of individuals to participate in the lives of individuals who will affect the policy-making process.

In particular, Section 152 of the Constitution sets out the objectives of the municipality and allows citizens to participate. The 1998 Municipal Structure Act (Act No. 117 of 1998) and the Municipal System Act of 2000 (Act No. 32 of 2000) require municipal councils to encourage the community to participate in the culture of municipal affairs. Therefore, the board must establish participatory procedures (Morudu, 2017). The Constitution regards service provision as the primary task of local governments, and municipalities as frontline providers must play a leading and governing role in providing basic services to citizens (Ikeanyibe, 2018). Therefore, the importance of leadership and governance as key components of good service delivery has always been the focus of research in this discipline.

According to Morudu (2017), municipalities lead the service delivery discourse as the bridge or linkage between provincial and national governments. In this sense, the focus of municipalities has gradually changed the fundamental aspects of leadership and governance frameworks as a way to enhance the service delivery discourse (Kosec and Wantchekon, 2020). However, due to insufficient service provision, public disturbances in the Ekurhuleni area have increased. The poor quality of public services is blamed on poor leadership and poor governance. The good practices of good governance have been a victim of leadership marred with corruption tendencies in Ekurhuleni Metropolitan Municipality. Acharya (2018) is of the view that there is limited accountability, rule of law, ethics and integrity and transparency when it comes to the leadership. These aspects have culminated in a compromised efficient and fair service delivery as the institution fails repeatedly to reach its objectives as planned and programmed.

1.2.1 Overview of Ekurhuleni Municipality

The City of Ekurhuleni Metropolitan Municipality (EMM) is a metropolitan municipality that forms the local government of the East Rand region of Gauteng, South Africa. The EMM was established in 2000 and the city is well known for its rich in wetlands, pans, streams

and rivers. Also, Statistics South Africa (2020) asserts that the City is highly urbanised. As of 2016, the EMM had a population of about 3,379,104 people living in 23 cities under the jurisdiction of City of Ekurhuleni.

More so, the Municipality covers a number of departments which include corporate services, community services, strategic planning and technical services, economic and land development, finance, community services, to mention a few. Through the departments which provides monitoring and evaluation measures the efficiency, effectiveness and fairness in service delivery in accordance to the Municipality's plans and programmes. The main services among others mandated for delivery by the Municipality include human settlement through housing projects, water delivery, waste removal, roads and infrastructure maintenance and electricity provisions.

However, as of recent the Municipality have been accused of poor implementation of inputs such as government policies, administrative and economic variables which are fundamental towards effective service delivery. There has been a number of protests and complaints from the inhabitants which provoked the questioning of leadership capacities and governance practices. According to Mangena (2016), it is the leadership incapacities that prompt a failure to govern the delivery of services in accordance to the good governance practices hence resulting in the failure of expected outputs. Nevertheless, it is yet to be examined how such a synthesis of governance frameworks and leadership discourses play a role on the provision of services by the Municipality.

1.3 Problem Statement

In South Africa, public service delivery is a constitutionally provisioned mandate of local governments to efficiently deliver services in a sustainable manner to the locals. There has been reports regarding the Ekurhuleni Municipality, of the existence of poor service delivery due to lack of effective service delivery strategies and frameworks that lead the delivery. In the same regard, the services delivered have been posited as not meeting the expectations of the people and communities which prompted increased protests and complaints. For instance, from only January 2020, there has been several protests in

various satellite towns of City of Ekurhuleni Metropolitan. Among others, in the regions such as Tsakani, there have been several protests regarding the potholes and lack of road maintenance, in Thembisa protests were on power outages, and protests against the Municipality in Daveyton Extension 14 due to housing issues and damaged water and sanitation. In Sophia Town Extensions, protests and complaints were over reconnection of electricity after re-blocking. Against such a background, the protests were against service delivery by the Municipality in realms of human settlement, electricity services, water and sanity as well as waste removal. This exhibit flawed and inefficient service delivery by the Municipality on which Mangena (2016) attested that this is owed to the incompetence, poor leadership and governance. The underpinning assumption draws from Patience, Nel and Patience (2021) who opined that for a municipality to effectively and efficiently deliver the required services, it is vital that leaders know skills and capacities to possess and enable realisation of vision and ensure effective governance to navigate execution of roles and responsibilities in a way that push the Municipality towards attainment of service delivery goals, objectives and programmes. Therefore, the problem statement reads as follows;

Effective leadership and governance framework will improve the delivery of services in the Ekurhuleni Municipality

1.4 Aim of the Study

Developing an effective leadership and governance framework that will improve the delivery of services in the Ekurhuleni Municipality

1.5 Research Objectives

The study will address the primary research objective along with the secondary objectives:

1.5.1 Primary Objective

- To develop an effective leadership and good governance frameworks that will improve the delivery of services in the Ekurhuleni Municipality

1.5.2 Secondary Research Objective

- To determine the current status of basic service delivery in the Ekurhuleni municipality
- To identify the leadership and governance challenges encountered by the Ekurhuleni Municipality
- To ascertain which structures promote effective leadership and good governance at Ekurhuleni Municipality

1.6 Research Questions

The research objectives were converted to the primary research question and the secondary research questions:

1.6.1 Primary Research Question

- What role does leadership and governance play on the delivery of basic services to the community in the Ekurhuleni Municipality?

1.6.2 Secondary Research Questions

- What is the current status of basic service delivery in the Ekurhuleni municipality?
- What are the leadership and governance challenges faced by the municipality in relation to service delivery management?
- What leadership and governance participatory structures are necessary for improving the service delivery by the Ekurhuleni Municipality?

1.7 Significance of the Study

This research is important because it provides scientific facts that EMM decision makers can use to demonstrate strong leadership and good governance in service delivery. This is based on the attestations of Helliwell, Huang, Grover, and Wang (2018) that the service delivery rate in South Africa is so low that disadvantaged communities face the same

difficulties as during apartheid. The inferior service delivery is attributed to poor leadership and poor governance.

In addition, the study will collect data to help researchers better understand the leadership and governance challenges that municipalities face when providing services to emerging economies. According to research, ineffective leadership and weak governance are the key barriers to successful service delivery, and elected officials' incapacity to fulfil their goals exacerbates these barriers (Cornwall and Gaventa, 2017; McMullin and Raggio, 2020). Good leadership is a vital component of efficient government and successful service delivery at the local level, according to Cikaliuk, Erakovic, Jackson, Noonan, and Watson (2020). With this in mind, the study's purpose was to see how much leadership and governance played a role in the city of Ekurhuleni's sluggish delivery of essential services.

Given the regularity with which demonstrations are held to voice concerns about ineffective leadership and bad governance, which might impede the delivery of government services, it is expected that leadership and governance constraints would limit the delivery of basic services in Ekurhuleni City (Rose and Peiffer, 2018). In this sense, a participatory leadership and governance structure must be established to ensure that service delivery in Ekurhuleni City is improved.

The study, upon completion, may be used as a point of reference by academia on similar research subject.

1.8 Conceptual Framework: Leadership and Governance on Service Delivery

The conceptualisation of the leadership and governance and service delivery is represented by the diagram below:

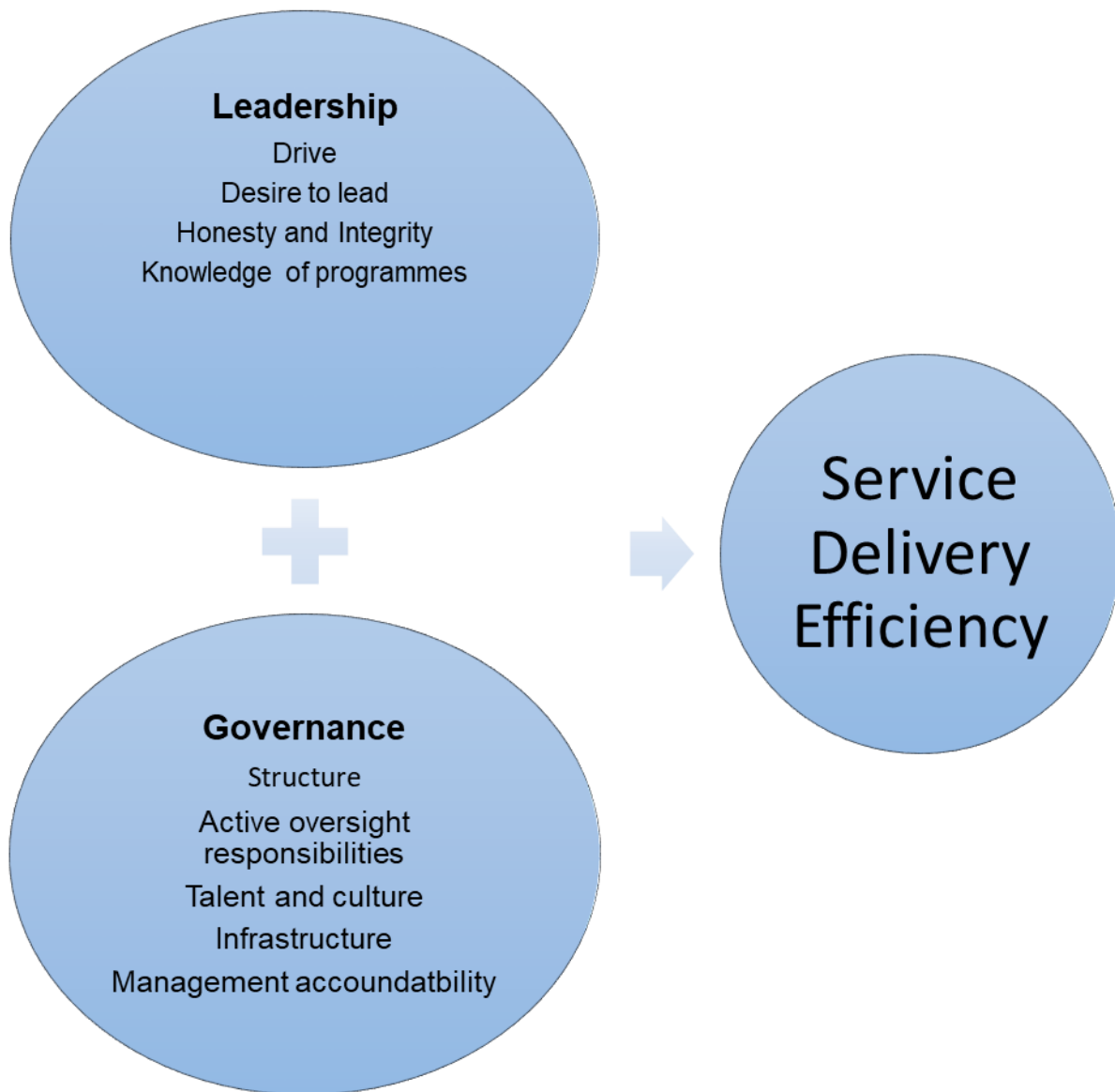


Figure 1.1: Conceptual Framework

As depicted in Figure 1.1, leadership coupled with the governance structures or systems affect the service delivery efficiency. According to Kosec and Wantchekon (2020), leadership can be an impediment towards efficiency in delivering basic services. According to Filipchuk, Malkina, Kolyukh and Petrenko (2020), leadership efficiency is measured and determined by the leaders' drive, honesty and integrity, knowledge of programmes and desire to lead while governance is judged by the structure, activeness

of oversight responsibilities, talent and culture, infrastructure and management accountability. The assumption is that poor leadership, which is characterised by lack of such aspects, cannot map the way of delivery and also may fail to adjust to new service delivery procedures and initiatives. In the same vein, the way an institution is governed may also compromise the reliability and efficiency of services delivered to the public (McMullin and Raggo, 2020). Against such a background, the degree of efficiency of the leadership and governance determine the degree of efficiency of basic service delivery in the municipality.

1.9 Preliminary Framework of the Research

The below is the brief synopsis of each and every chapter of the dissertation which comprise of five chapters.

Chapter One: Introduction

Chapter 1 introduced the next chapters and gave a summary of the research. The study's background, research aims, research topic, and conceptual framework were all presented in this chapter.

Chapter Two: Literature Review

Chapter 2 reviews the current literature and conceptualizes public management issues as a discipline. It also describes the theoretical framework of the study, which includes a comprehensive evaluation of published and unpublished data.

Chapter Three: Research Design and Methodology

Chapter 3 describes the full details of the research methodology that will be used to conduct the study. This includes the manner by which data collection, analysis and presentation will be conducted.

Chapter Four: Findings and Analysis

The study's outcomes are presented in Chapter 4 based on the findings. The study's findings will be reported, summarized, and discussed. The data will be summarized and then displayed as the final product.

Chapter Five: Conclusions and Recommendations

Chapter 5 wraps up the research and summarizes the previous chapters. The chapter also makes recommendations for the 'problems' that have been found, as well as identifies opportunities for further investigation.

1.10 Conclusion

This introductory chapter outlines the scope of the research. The research problem, background of the study, rationale for conducting a study and the research objectives form the basis of this chapter. The chapter sets the scene for a broader study and the parameters by which the study can be confined to. The next chapter is on the literature review

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The focus of this chapter is to present on the literature review of the study. The main objective of the study is to investigate on the literature on the ground and what is already known in relation to the role of governance and leadership on service delivery in SOEs and particularly local government. This chapter therefore ensures that the study learn from the bodies of existing literature and in the process, identify the literature gap. Since the literature review is the body and engine of the research, this chapter focused on the definition of concepts, leadership and governance challenges faced at local governments, structures put in place to promote good governance and leadership and an effective leadership model adopted by local governments in enhancing service delivery.

2.2 Definition of key concepts

This section focuses on the definition of key concepts so as to have an understanding on the research problem.

2.2.1 Conceptualisation of Leadership

Scholars from various fields have defined leadership based on their context but yet the definition of leadership remains complex and elusive particularly due to the complex nature of leadership (Oc, 2018). The most common interpretations of the concept however are based on four fundamental principles according to Rudolph, Rauvola and Zacher (2018) such as leadership as an activity and a process, influence, persuasion and exemplary behaviour, leaders and follower's relationship and different outcomes and these are determined by the achievement of goals and objectives. Oc (2018) concurred with the fundamental principles and further attested leadership as the ability of an individual or a group of individuals to influence and guide followers or other members of an organization. Given these varying perceptions, leadership can be generally affirmed as making of decisions, creation of visions, goals to the followers as well as channelling efforts towards achievement of such goals and visions.

More so, leadership is described as the ability to encourage and influence followers so that they can successfully and effectively contribute to the goals and objectives of the organization (Rudolph, Rauvola, and Zacher, 2018). However, organizations must ensure that their leaders are properly educated and nurtured, because subordinates will actively respond to inspiring, motivating, and trustworthy leaders. Leadership is defined as the connection between leader and follower, in which the leader exerts some influence on the follower to change or change the purpose of the relationship (Crosby and Bryson, 2018). The key foundations of leadership as argued by Oc (2018) are more or less similar to those of Rudolph, Rauvola and Zacher (2018) in which leadership deals with influence, is a relationship between the leader and followers, the aim is to make change and the relationship is based on a shared or common purpose.

Cortellazzo, Bruni and Zampieri (2019) opine that the ability of the leader has an influence on those that they lead. This means that at times, a leader has to lean to a certain leadership style so as to get a particular job done. Crosby Bryson (2018) opined that the South African public sector has used leadership styles such as autocratic leadership, democratic leadership and bureaucratic leadership. Coghlan and Cooper (2020) further added the charismatic and transformation leadership styles as characterising the South African public sector. The leadership styles vary in their nature and underpinning aspects and the significance in as far as achieving goals and objectives is concerned.

Crosby and Bryson (2018) describe leadership as the relationship between leaders and followers, as well as the process of employing unequal authority to achieve common goals. Contact, process, authority, and purpose are the four categories of leadership. Leadership as a process necessitates the interaction of leaders and followers in order for them to influence one another. The nature of this engagement is determined by both parties' conditions, including their conduct, quality, and working environment (Cortellazzo, Bruni and Zampieri, 2019). According to Oc (2018), authority is defined as the legal right to counsel or persuade others, meaning that only authorized leaders have the ability to affect their followers. As a result, leadership may help employees become more professional in the workplace, and the purpose of leadership is to guarantee that leaders are accountable for their actions and stay truthful.

2.2.2 Conceptualising Governance

According to Keping (2018), governance is a conceptual representation of good governance. Governance, according to Reddy, Allan, Coghlan, and Cooper (2020), is the relationship and interaction of many stakeholders in shaping public policy, such as the community, civic organizations, and other interested parties. Good governance in this perspective therefore is premised on public participation, collective actions and collaborative efforts; therefore, refers to efforts that seek to construct a participation platform and policy reforms and responses in ensuring that municipal functions are operating smoothly (Keping, 2018). Good governance is therefore directed to service delivery in which a comprehensive good governance initiative ensure that there is constant and improved service delivery (Pahl-Wostl, 2019). In relation to the study, governance can be understood as the engagement between municipality and the local community over concern with service delivery.

Governance in the modern era extends beyond traditional answers, structures, and processes to include public engagement and accountability, as well as openness and transparency in government procedures (Pahl-Wostl, 2019). The concept of governance emphasizes the connection between civil society and the state. In this regard, governance is conceptualised as an interaction between public and private actors to meet social challenges.

2.2.3 Service Delivery

According to YuSheng and Ibrahim (2019), in the context of local government, service delivery is the provision of government activities and benefits to the society. Service delivery means that the government is meeting on its goals and objectives as well as its mandate to ensure that communities are getting the basic services that they require. In the context of the study, service delivery refers to the system or process where public needs such as water, sanitation, housing, electricity and other basic services are delivered to communities. Service delivery therefore is summarised as the allocation of services by the municipality to citizens and it is measured when citizens are satisfied with the services that they are receiving (Furunes and Mkono, 2019)

2.4 Theoretical Framework: Leadership and Governance and Service Delivery

According to Kumar (2014), the word theory implies contemplation, speculation and sight. In this regard, a research subject can be theoretically explained using various theories. For the sake of leadership and governance on service delivery, the policy network theory, rational choice theory, interpretive theory, organisational theory and the institutional theories will be utilised.

2.4.1 Policy network theory

Diversification leads to policy network theory, which focuses on organizations. The network's decision-making mechanism and governance will provide a framework for successfully harmonizing the concerns of public and private sector players (Han and Ye, 2017). Interdependence, in which members utilize each other's resources to attain respective goals, and synchronization, in which members act together to achieve shared goals are two elements of policy network theory. Cudd (2018) also propounded that the policy network theory encompasses the diversity underpinning the state actors are very special and privileged participant. The state not only provides simple participants, but also establishes the network by providing a legal and organizational framework to finally set the rules of the game for network interaction (Miroshnichenko and Morozova, 2017).

2.4.2 Rational choice theory

Rational choice theory is a technique or perspective that asks questions about the social context and then gives standard instruments to address them. It is not a theory about how a society or governance system works (Paternoster, Jaynes & Wilson, 2017). The rational choice theory emphasizes the uncertainty of politics, the instability of the system, the challenge of promises, the destruction of the principal-agent relationship, and the struggle for democracy. In addition, theoretical choice theory may stimulate and provide a critical view of management changes related to new governance (Cudd, 2018). Therefore, the rational theory proposes the connection between the municipality, the community, and the society.

2.4.3 Interpretive theory

The interpretive theory assumes that meaning is the result of action, and therefore rejects the residual positivism of most governance methods (Musayev, 2020). According to interpretive theorists, people cannot explain behaviors and practices other than the actors' intentions because they need to be narrated. People act according to their own opinions, so explanatory social theorists can only understand behavior by appealing to the beliefs of actors, according to Yunyan and Shan (2020). In this regard, decentralized governance is proposed.

2.4.4 Organisation theory

Organization theory is split into four sections by Parent and O'Brien (2018): natural selection perspective, collective action view, system structure view, and strategic choice view. The classification is based on whether the situation is micro or macro, and if it is predictable or autonomous. The micro theory focuses on one particular institution, along with the system structure and strategic choice views, whereas the macro theory focuses on a community, along with the artificial selection and collective bargaining views (Chandwaskar, 2019). The municipality is thereby posited as an organisation with the mandate of delivering services to the public. The community are clients of the services hence its competitive advantage depends on the effectiveness and efficiency.

2.4.5 Institutional theory

The first method of governance is called normative institutionalism, which is based on institutional theory, which has become the basis for the rebirth of institutional theory in political science (Alvesson and Spicer, 2019). The normative institutional approach emphasizes the importance of values and symbols in defining and shaping appropriate behaviors for people and systems. Therefore, from the institutional normative point of view, the reasonable purpose of the system is to generate and maintain value amid its associates (Markey-Towler, 2019). The value of the services delivered by the municipality depends on the quality of services it renders to the public.

The second method is rational choice institutionalism, which uses the assumptions of rational choice theory to understand systems and design better systems (Lewis, Cardy and Huang, 2019). According to Alvesson and Spicer (2019), the approach provides one of the more important connections between structure and process. In the same regard, the organization aims to solve many problems that cannot be solved by individuals. The Municipalities are mandated with solving service deficiency and attend to the essential amenities needed by the communities.

Historical institutionalism is the third method, which focuses on norms and behavior. According to Lewis, Cardy, and Huang (2019), the historical method view is an institutionalized process that tends to support existing policies and goals to maintain structure. The institutional style of governance will place a premium on the dependability of policy measures inside management in this respect (Alvesson and Spicer, 2019). Therefore, the main influence of system on governance is that it symbolizes the interaction between governance structure and process.

2.5 Legislative frameworks: public participation in local government service delivery

Representative democracy, transparency, responsibility, and participation are all regulated by the constitution and other legislation (Marutha, 2019). Most degree of transparency grassroots engagement by embracing the notion of "developmental" municipal governance. Public engagement in decision-making is the bedrock of civilization, according to Ndevu and Muller (2017). Public engagement in government, according to Ndebele and Lavhelani (2017), is not only a fundamental but also a constitutional obligation.. Various legislative frameworks require citizens to participate in local governance and require cities and towns to provide basic services to their voters.

According to Section 152(1) of the Constitution, local governments have the following goals: to offer democratic and accountable services to the community; to guarantee that resources are given in a long-term way; and to promote and encourage people to engage in public administration that touch the society's everyday existence (Ndevu and Muller, 2017). According to Section 160(4)(b) of the Constitution (Jeeva and Cilliers, 2021), the

City Council cannot issue a municipal ordinance unless it is issued for public comment. These regulations are important to the public as they reflect the transparency and building of trust by the state-owned enterprises in the South African public sector.

Many legislation, such as Section 19(3) of the Municipal System Act, mandates that the city council create a public involvement framework and evaluate it annually to ensure that the community is included (Ndebele and Lavhelani, 2017). Local governments are required by law to inform the public on the procedures, mechanisms, and practices for promoting and enabling involvement, such as announcements of board and committee meetings (Ndevu and Muller, 2017). Jeeva and Cilliers (2021) further attested that the municipality owes the community and the public as the recipients of the services they render.

Chapter 4 of the Municipal System Act mandates that municipal councils foster a participative democracy culture and encourage citizen involvement in local concerns (Jeeva and Cilliers, 2021). This law states unequivocally that residents have the opportunity to participate in municipal decision-making (Ndebele and Lavhelani, 2017). This implies that the municipalities must integrate the public in the mechanisms of service delivery and their participation is crucial to ensure efficiency and that services addresses the needs of the communities.

2.6 Leadership and governance challenges faced at local governments

In as much as leadership and governance is important towards service delivery within local governments, there are a number of leadership and challenges faced. Amongst these challenges include the following:

2.6.1 High rate of senior management vacancies

The high incidence of senior management openings is one of the primary leadership and governance difficulties that local governments in South Africa confront (Fernando, 2019). Although it is evident that a municipality cannot run without strong and strategic leadership, Gao and Yu (2020) claim that the frequency of senior management openings in municipal authorities is disturbing. According to Statistics South Africa (2020), there is

a total of 24% of vacant senior management positions within local government in South Africa. The lack of effective and strategic leadership in positions of authority plays a negative role on service delivery as there are no offices to come up with an integrated strategic plan or offices to deal with concerns of the communities. Mangena (2016) posit that ineffective policies, financial irregularities, fraud and corruption is the order of the day in municipalities due to lack of effective leadership. Therefore, high rate of senior management vacancies is a major leadership and governance challenges being faced by municipalities.

2.6.2 Gaps in leadership and governance styles

According to Kamau (2021), another major leadership and governance challenge faced by local government in service delivery are the various gaps in leadership and governance styles. These gaps negatively impact on service delivery performance. One of the gaps is lack of adopting a comprehensive leadership style that challenges good governance (Mangena, 2016). Since there are a plethora of leadership styles as utilised in the public sector, there is also need to adopt the right leadership framework depending on the context (Abasilim, Gberevbie & Osibanjo, 2019). However, there is failure by municipalities to adopt the correct leadership style that integrates communities and various stakeholders when policies and plans are being made on service delivery (Fernando, 2019). It is important that communities and stakeholders be included in framing of policies as these policies have direct impact on these stakeholders.

Another leadership gap is lack of municipalities to enforce implementation of performance agreements. Auriacombe (2014) is of the view that local government are tasked to perform certain functions and there are strategic plans and processes that have to be utilised to realise this goal. However, there are cases when the leadership within these institutions fail to enforce implementation of performance agreements. Reasons for this failure is attached to lack of human and financial resources, lack of training and skills, fraud, corruption and other factors (Mangena, 2016). Be that as it may, challenges in implementation of performance agreements impact negatively on service delivery and this is a gap in leadership facing municipalities.

2.6.3 Inept leadership

Another leadership and governance challenge facing local government in service delivery is inept leadership. According to Chilanga (2016:34), most of these leaders are elected through political means and connections, which has an impact on their performance, because they must meet political means and reasons, which makes their work difficult. In addition, the lack of qualifications and expertise of leaders leads to poor leadership skills because their recruitment is based on favors rather than merit (Mutize, 2019). This impact negatively on aspects of service delivery as leaders fail in their approach to enhance methods and practices of good governance (Mangena, 2016). This is the reason why municipalities in South Africa recorded a negative review as there was gross expenditure yet failing to meet basic needs of the society.

2.7 Structures put in place to promote good governance and leadership

There has been the establishment of structures so as to promote good governance and leadership based on the leadership and governance challenges faced by municipalities (Patterson, 2018). These leadership and governance structures have also been put in place to enhance service delivery. This commitment, according to Mangena (2016), is undertaken on the basis constitutional and legislative obligations that compel municipalities to promote effective leadership and good governance using suitable structures, protocols, and regulations in community service delivery.

Performance Management Systems (PMS) is one of the structures to promote leadership and good governance for service delivery in local government. Munzhedzi and Phago (2014) argue that PMS is a crucial development in management and in assessing institutional performance and productivity. This comes from the perspective that for organisational success, there is need for effective management of individual performance. Nonetheless, PMS is implemented in the South African public sector to monitor, analyse, evaluate, and improve underperforming people, as well as to recognize and reward outstanding performers (Sancino, Sicilia, and Grossi, 2018). Public employees must do their best to ensure that the provision of services meets the requirements of community members, who have become more frustrated due to the lack

of effective service provision (Munzhedzi and Phago, 2014). Managers in public service are required to utilise PMS so as to be effective in their operations and achieve service delivery.

Adopting an Integrated Development Plan (IDP) is also amongst the structures put in place to address the leadership and governance challenges faced by municipalities (Jameel, Asif & Hussain, 2019). According to the Municipal Systems Act, communities are required to serve as role players in the IDP. The Act postulates that communities have to be part both in content and in processes when the IDP is being planned. This means that municipal leaders have to consider the views and perceptions of communities and various stakeholders when drafting IDPs. Hopper (2017) goes on to say that municipal officials must cultivate a culture of participatory government based on conditions that allow community members as well as other relevant parties to engage in civic concerns. The IDP therefore serves as a structure to ensure leadership and good governance in local governments as it is a document resulting from consultation between the municipality and relevant stakeholders leading to effective service delivery.

Another structure designed to address leadership and governance issues affecting the delivery of services in the public sector is the Community Development Worker (CDW) program (Jameel, Asif, and Hussain, 2019). According to Sancino, Sicilia, and Grossi (2018), the CDW plan was established in 2003 as a strategy to solve the backlog of service delivery and accelerate the growth of local government in South Africa. In the CDW, the province should be the employer and the municipality should be the workplace. Due to their proximity with people, municipalities were tasked to be the driving tool and force behind CDW as they understand on the service delivery challenges that communities are having and they offer a platform of interaction in trying to mitigate these challenges (Hopper, 2017). CDW's are effective in addressing leadership and governance challenges in local government as they work as participatory agents of change. They ensure that services are delivered in the most convenient, effective and efficient manner (Patterson, 2018). These initiatives are argued to have been effective in addressing service delivery backlogs within local government.

2.8 Effective leadership model adopted by local governments in enhancing service delivery

Leadership is important in the public sector because the effectiveness of any organization is directly proportional to the quality of its leadership (Manyaka and Sebola, 2015). It is worth noting that good leadership will lead to better organizational performance, and bad leadership will lead to reduced productivity. According to Manoharan and Ingrams (2018), effective leadership depends on how well an organization fulfills its responsibilities and achieves its goals. According to research on leadership styles used by local governments in South Africa, democratic leadership is usually the best model for service delivery.

Democratic leadership style, also referred as participative leadership style, is based on Transformational theory, which emphasizes visionary leadership, transformation, and the improvement of individual and organizational outcomes (Zeemering, 2018). Democratic leadership ensures that every stakeholder has a voice in decision-making, that the decision-making procedure is transparent, and that the organization meets its aims and outcomes. More involvement methods, innovation that is fostered and rewarded by leaders, and participants are encouraged to contribute ideas and thoughts, albeit the leaders maintain final say over choices, are all features of democratic leadership (Manoharan & Ingrams, 2018). This leadership style is effective in the public sector where participation by different groups is required for organisational effectiveness (Zeemering, 2018). There is therefore need to ensure that the views, perceptions and concerns of communities are met whenever the municipality wants to make decisions affecting the communities (Manoharan & Ingrams, 2018).

2.9 Leadership and Governance in Africa

Obiora (2019) attested that leadership and governance issues are wide-ranging and often difficult to determine precisely in the African context. Given the incessant lack of human rights in the modern global society, Africa's leadership and governance credentials and past performance remains questionable. The question is whether Africans can show dedication and make an honest contribution to improving their conditions, as the daily difficulties of the African continent (such as lack of necessary amenities) show (Schneider

and Nxumalo, 2017). In this regard, the question of whether Africans have effective and accountable institutions that can convincingly report the use of public resources to the people concerned remains unanswered.

According to Akena (2019), unethical behavior in Africa originated from the highest levels of political and public leadership, and progress was made from there. If leadership is to motivate followers, once the mind rots, the body has little chance to survive the spread of cancer (Schneider and Nxumalo, 2017). Therefore, the poor governance of many African countries is a result of lack of development due to political and governance issues (Obiora, 2019). Against such a background, if governance and leadership skills are to be improved, Africa will move forward.

When dealing with leadership challenges, Obiora (2019) emphasized that the lack of democratic processes in Africa was misunderstood as a fact. Leaders in the region have been in power for too long and tend to form dynasties, promoting immediate family members to positions of authority so that they can take over after retirement (Hope, 2017). In this context, Africa needs to cultivate leaders who are known for their deeds rather than words. Leadership and governance difficulties in Africa stem from various cultural, political, economic and social backgrounds.

2.10 Conclusion

This chapter covers several important aspects of leadership and governance. The thrust is to build the knowledge they already know in the discipline. The chapter provided a theoretical framework for research and a comprehensive review of published and unpublished materials on the subject. This chapter also analyzes the relationship between leadership and governance and service delivery. The next chapter discusses the research design and research methodology the study adopts in conducting the inquiry.

CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY

3.1 INTRODUCTION

The research design and methodology are the subject of this chapter. The major actions involving data gathering, processing, and dissemination are addressed in this chapter. The chapter begins with a discussion of the study philosophy, research design, and methodology, as well as justifications for the decisions made. We'll go over the sample approach, data collecting, analysis of data, and ethical issues. The goal is to highlight the importance of leadership and governance in the City of Ekurhuleni Municipality's service delivery.

The elicited inferences were analysed using a thematic analysis which is a qualitative technique that emphasizes on identifying, analysing and interpretation of patterns of meaning with the qualitative data.

3.2 AIM OF THE STUDY

The study is a qualitative research and was conducted through interviews which allow an inductive, deep and detailed views and perceptions regarding the role of governance and leadership on service delivery in state-owned enterprises. The aim is to address the following research objectives:

- To determine how the municipality can develop effective leadership and good governance frameworks to improve the delivery of services in the Ekurhuleni Municipality
- To determine the current status of basic service delivery in the Ekurhuleni municipality
- To identify the leadership and governance challenges encountered by the Ekurhuleni Municipality
- To ascertain structures promoting effective leadership and good governance at Ekurhuleni Municipality

The fundamental aim is to ascertain and evaluate the effective leadership and governance framework required to ensure effectiveness in the delivery of basic services to the community in the Ekurhuleni Municipality.

3.3 RESEARCH APPROACH

The study used a qualitative research method due to its inductive and normative nature in the conducting of underpinning activities cutting across data collection, analysis and presentation.

The primary purpose of qualitative study is to understand how the municipal administration can enhance service delivery in Ekurhuleni City by establishing effective leadership and good governance frameworks. This method uses inductive methods to obtain deeper insights and thorough answers, and to examine the behavior and opinions of respondents (Creswell, 2016). This strategy sufficed as it allowed additional investigation of the subject and the determination of the facts surrounding the research phenomenon.

Qualitative methods must be inductive and exploratory in nature because they incorporate multiple methods and perspectives from different groups of individuals (Leedy and Ormrod, 2015). This methodological inductive method investigates the current status of various service delivery systems or frameworks in Ekurhuleni City.

The understanding of leadership and governance's role in service delivery in the Ekurhuleni Municipality can be understood by exploring the research phenomenon; thus, positing the exploratory research design as sufficing for the study. Bryman and Allen (2015) asserted that the use of a qualitative approach offers an interactive and subjective approach to enquiry that seeks to understand a research problem from the experiences of the respondents.

Qualitative research techniques were used to solve the second and third research goals. The second goal is to determine the current status of basic service provision in Ekurhuleni City, and the third goal is to determine the leadership and governance issues of

Ekurhuleni City. The inductive and normative characteristics of research techniques will allow deeper exploration of how leadership and governance barriers affect service delivery performance (Leedy and Ormrod, 2015). The current state of service provision in Ekurhuleni City will be exposed in this debate. The nature and goals of the participants need to be asked about the procedure, which is only possible through qualitative methods.

According to Saunders, Thornhill, and Lewis (2016), the use of qualitative research techniques focuses on the events that occur and the results of those events. The fourth goal is to identify mechanisms that promote effective leadership and good governance in Ekurhuleni City. This helped gathering information and understanding on how to solve leadership and governance issues. The basis for making recommendations to the Ekurhuleni City Government is to understand the structure and current state of service delivery that contribute to efficient service delivery.

3.4 RESEARCH DESIGN

According to Dannels (2018), research design is a master plan that determines the procedures and methods used in the research. Bryman and Allen (2015) went on to say that research design influences decision-making throughout the research process, including data collection, data analysis, and presentation. According to Kumar (2014), the survey type, method, data collection, and suitable samples are specified. Instead, this section will discuss the operations and metrics used in data collection, processing, and presentation.

This study adopted a case study design, because it is believed that case studies can provide a deeper explanation and understanding of difficult-to-understand situations or phenomena. According to Dannels (2018), the case study method is essential because it investigates events, organizations, and projects. A case study is a type of research that focuses on the dynamics that exist in a specific location.

3.4.1 Research Tools

The study used interviews to collect data from the participants. The choice of use interviews was motivated by the qualitative approach which gives prominence to inductive and normative techniques.

The first goal is to figure out how to build effective leadership and good governance structures at the Municipality in order to improve service delivery in the Ekurhuleni Municipality. Interviewing approaches will be used to examine the results related to this goal.

The second, third and fourth objectives were also addressed by data collected using interviews. All the research objectives require an exploratory design which requires gaining a deeper comprehension of the problem under inquiry. The inductive approach of interviews allows a rigorous inquiry and this furthers an interrogation of how leadership and governance translate to service delivery efficiency.

The interview were semi-structured, and the interview were guided by the interview guide. In this case, if little is known about the question under investigation, and the researcher, as a municipal employee, already has the main evidence in the field, an interview is required.

According to Salkind & Van Zyl (2014), semi-structured interviews are a strategy that uses a strict set of questions to prevent distractions by using the topic to be explored. Interview guidelines can help researchers focus the interview on the topic at hand, rather than restricting it to a certain structure. This research method allows for more in-depth analysis of the subject through the use of open-ended questions.

Table 3.1: Research Instrument

Objective	To determine how the municipality can develop effective leadership and good governance frameworks to improve the delivery of services in the Ekurhuleni Municipality		To determine the current status of basic service delivery in the Ekurhuleni municipality		To identify the leadership and governance challenges encountered by the Ekurhuleni Municipality		To ascertain structures promoting effective leadership and good governance at Ekurhuleni Municipality	
Literature Review / Question	Gao and Yu (2020)	What elements are essential for an effective leadership and governance frameworks for effective service delivery at the Ekurhuleni Municipality?	Schneider and Nxumalo (2017)	What is the current status of basic delivery in the Ekurhuleni Municipality?	Akena (2019)	What are leadership and governance challenges faced at Ekurhuleni Municipality?	Zeemering (2018)	What are the structures promoting effective leadership and good governance in the Ekurhuleni Municipality?
Literature Review / Question	Fernando (2019)	How can effective leadership and good governance frameworks be developed to improve the delivery of services?	Zeemering (2018)	What are measures of effectiveness and reliability of services used in the Ekurhuleni Municipality?	Ndevu and Muller (2017)	In what are the challenges impacting on the service delivery efficiency in the Ekurhuleni Municipality?	Fernando (2019)	Explain whether the structures are sufficient for meeting the expected effectiveness of service delivery?
Literature Review / Question	Mangena (2016)	How much have this been achievable in your organisation?	Manoharan and Ingrams (2018)	What is the impact of these factors towards business success?	Akena (2019)			
Data Collection Tool	Pilot Interviews		Pilot Interviews		Pilot Interviews		Pilot Interviews	
		Qualitative Research using semi-		Qualitative Research using semi-		Qualitative Research using		Qualitative Research using semi-

		structured interviews		structured interviews		semi-structured interviews		structured interviews
Data Analysis: Thematic Analysis								

Semi-structured interviews allow for more in-depth analysis, and researchers can keep the research on track. There are open-ended questions in the interview guide that can be further probing into areas of interest (Flick, 2014). This enabled the examination of the behaviour and opinions of respondents through interviews, allowing them to better understand them (Maree, 2017).

The interview lasted 25 minutes, and the researcher took notes and record the conversation. Before starting the interview, the researcher requested for permission to use Webex or Zoom to record it for later analysis. Nonetheless, participants receive informed consent and a cover letter informing them of the purpose of the research, ethical issues, and how to submit feedback. These informed consent letters are included in the file as an appendix.

The use of semi-structured interviews allows deeper insights to be obtained, and the further exploration of areas of interests from the interviewees' responses. The use of interview guide limits the research to the research objectives and allows the researcher not to deviate from the subject under study. The use of interviews enabled researchers to assess the behaviour and attitudes of respondents; thereby gaining a deeper understanding (Maree, 2017).

- ***Semi-structured Interviews***

Based on the research objectives, the research created an interview guide. These questions are open-ended to allow further investigation and discussion of the topic. The researcher took notes and recorded the interview, which lasted 25 minutes. The first and second objectives each have three questions, and the third and fourth objectives each have two open-ended questions.

The research instrument was piloted on two (2) participants drawn from the target population. The sample in the pilot study, which is a preliminary study aimed at testing the research instrument, was purposely sampled (Kumar, 2014). The participants in the pilot study will not make part of the actual sample in the actual study. In the pilot study, the results will not be document as the researcher sought to determine whether the research instrument focuses on the exact problem under study, the correctness of the wording of questions and the structure of the interview schedules. The discrepancies of the research instrument was addressed before the actual study commences.

3.4.2 Population and Sampling Method

The purpose of creating a sample frame is to cut a subset that can be used as a representation of the entire set of elements of the study (Babbie, 2014). Therefore, it is best for researchers to sample the population to limit the sample size as the research progresses. The objectives and samples to be used are discussed below:

The sampling of the survey allows it to infer the entire population from a small sample (Blumberg, Cooper & Schindler, 2016). Sampling strategies enable people to understand complex social processes by focusing only on the most convenient performance (Neuman, 2014). The study considered the leadership and governance role of the municipality in the provision of services.

Sampling allows the survey to draw conclusions about the entire population from a selected minority (Blumberg, Cooper & Schindler, 2016). Sampling strategies allow people to understand complex social phenomena by considering only the most convenient expression of the phenomenon (Neuman, 2014). The study takes into account the leadership and governance role on service delivery by the Municipality.

Non-probability sampling was used in conjunction with purpose sampling methods. Non-probability sampling is based on the belief that non-statistical methods of selecting members of the target group can draw conclusions about the overall research environment (Yukl, 2013). Also, non-probability was performed using purposeful or judgmental sampling techniques. The inclusion criteria followed attributes such as being

part of the management while non-managerial position served as exclusion criteria. The inclusion criteria considered the demographic details of the participants such as gender, age groups and qualifications. The inclusion of both genders ensured a gender-balanced argument and consideration of all age groups given that some views and perceptions can be influenced by age. The years of experience was also an inclusion attribute given that the longer they serve the better chances of understanding service delivery patterns.

The use purposeful or judgmental sampling techniques was used in accordance to the qualitative research approach. The technique is effective for research with a specific focus and a specific target group, in this case the management of the municipality was purposively sampled as they are well-versed with the leadership and governance structures in the municipality.

3.4.2.1 Qualitative Research Sample

According to Leavy (2017), a qualitative sample must be 10-15 participants. In this study, a sample of 12 participants will be used as drawn from Ekurhuleni Municipality. The study targeted the management of Ekurhuleni municipality who are aware of the leadership and governance structures. Therefore, considering the research techniques used, the sample size of 12 respondents was sufficient and relevant to the research. Due to time and resource constraints, the sample size has also been reached. In a qualitative study, ten to twelve participants are enough to reach data saturation. This enables no new information to be discovered in the data processing during the research process. This redundancy informs the researcher that data collection may stop (Creswell, 2014). In order to manage the data processing and analysis process in qualitative research, the sample size must be relatively moderate.

3.5 DATA ANALYSIS

Data analysis in its strictest form therefore is the process of making sense of the collected data. According to Babbie (2010), qualitative data analysis is a non-numerical evaluation and interpretation of research results to reveal the underlying meaning and patterns of connections. Therefore, thematic analysis was used to collect research data.

Thematic analysis is the process of analysing the data obtained from the research participants in relation to the collected data. According to Flick (2016), thematic analysis emphasizes analysis, review, and recording modes: the themes in the acquired materials. Therefore, the themes are the patterns seen in several data sets that are related to describing phenomena and related to a research question (Flick, 2016). The interviews were recorded and transcribed in audio format. The code, category, and emergency topic of the transcript were analysed, which were summarized as a graphical description of how the material was initially analysed. Excerpts were then selected and analysed intuitively with theoretical support for each objective of the study.

3.6 TRUSTWORTHINESS OF THE STUDY

According to Kumar (2014), the four criteria of credibility, transferability, dependability, and conformability in a qualitative study indicate trustworthiness and authenticity.

3.6.1 Credibility

In qualitative research, credibility refers to whether or not the findings are credible or plausible from the participant's perspective. According to Kumar (2014), because qualitative studies examine people's experiences, perceptions, beliefs, and values, participants should be the judges of whether the study's findings represent their own views, values, and opinions. As a consequence, credibility was assured by guaranteeing that participants were the ones to appraise the research findings.

3.6.2 Transferability

Flick (2016) opines that transferability is the degree to which results from the qualitative study are transferred to other settings or contexts. It means that if conducted in different contexts, the results from the study were the same. The study therefore ensured this aspect through a deep description of the research setting, participants and the research methodology employed.

3.6.3 Confirmability

Trustworthiness of the study was also ensured through achieving confirmability. As stipulated by Kumar (2014), this aspect refers to the ability of others to confirm or corroborate the findings uncovered during the research process. To ensure that confirmability, member checking was utilised in which the researcher checks on the data of the respondents to establish meanings.

3.6.4 Dependability

The study's dependability was also improved, ensuring the study's credibility. The degree to which the techniques used in a study are documented, allowing an independent and impartial observer to follow and analyse the research process, is referred to as dependability (Flick, 2016). As a result, the research assured dependability via consistency. This was accomplished by complete disclosure of the study method, including constraints, the researcher's position, and ethical issues, which helps to assure the research's trustworthiness.

3.7 RESEARCH BIAS

It is asserted that the accuracy of research results may be compromised by research bias. Therefore, a number of protective measures must be implemented to minimize research bias. According to the selected qualitative research techniques, the following measures shall be taken to eliminate deviations:

- Interview questions are derived from research goals. This ensures that the researcher stays on track and does not deviate from the research question.
- The researcher evaluated the results of the research because she is the person most familiar with the research question.

- The research sample of Ekurhuleni City covers all levels of management. The management team may be proficient in leadership and governance structures, as well as the framework and process of service delivery.
- The researcher conducted a pilot study to see if the research instrument is focused on the issue at hand.

The potential bias could arise in the purposive sampling where managers are chosen as participants when they are not the service recipients of the service delivered by the Municipality. The responses may be biased in their favour for credit of good service. The use of a single research approach inhibited triangulation of findings since the approach only use explanations not statistics. This might compromise the findings of the study.

3.8 ETHICAL CONSIDERATIONS

The research demanded for informed consent in writing from Ekurhuleni Municipality. A letter addressed to a director was sent, explaining the nature of the study as well as the extent of their involvement and also explained participants 'rights such as the right to withdraw their participation at any point during the study.

The research ensures the confidentiality and anonymity of the research results. Information about the organizations contacted remains confidential. The interviewees were presented anonymously; named, interviewees 1, 2 and 3. The interview script or audio tape were kept in a closed drawer for five years and then destroyed. The main data was only provided to the supervisor when requested, and no one else can use it.

Participants were told that their participation and responses were kept confidential, they were not required to provide identification, and the collected materials was kept strictly confidential and anonymous.

The research ensured that the dignity and character of participants are protected. Due to the pure nature of the research, participants do not need to engage in any impolite behaviour.

3.9 GENERALISABILITY

Considering the research method chosen for the study, the transferability and conformability of the research outcomes in municipalities of South Africa can be achieved. The research unveiled the underpinnings of leadership and governance's role on the service delivery discourse. The generalisation covered state-owned institutions across South Africa.

3.10 SUMMARY OF THE CHAPTER

The chapter outlined and justified the actual steps in the primary study. The research is a qualitative research based on the objective to explore the Ekurhuleni Municipality to gain insights on how does the leadership and governance aspects influence the service delivery efficiency in the area. The research approach adopted attests the collection of data by use of semi-structured interviews and analysis conducted using thematic analysis. The questions furnishing the research instrument are generated from the reviewed literature.

More so, the chapter unpacked the trustworthiness measures of the study; credibility, transferability, dependability and conformability, and how they were ensured in the study. The researcher adhered to ethical considerations where they ensure no harm to the participants, ensure permission is obtained before the study commences, ensured anonymity and confidentiality and also ensuring informed consent.

CHAPTER FOUR: FINDINGS AND ANALYSIS

4.1 Introduction

The examination of the research's fundamentals was addressed in three chapters. The research background of the study, research objectives, the research problem the study intends to answer, and the reasoning were all discussed in the first chapter. As a result, the literature review chapter addressed the perspectives and impressions of many experts in order to have a better understanding of the issue at hand.

In Chapter 3, where research philosophy, research design, and methodology were discussed, the overview of the research design and methodology was discussed. The data for the study was gathered through interviews conducted at the Ekurhuleni Metropolitan Municipality, using a qualitative research technique. The collected data was used to address the research objectives following a thematic analysis approach. The addressing of the research objectives was significant in addressing the research problem.

The current chapter is an on-going discussion, interpretation and presentation of the findings as analysed inductively through the thematic analysis. The discussion was led by themes as they emerge from the research objectives and discussion took a form of coded sub-themes. The chapter commences by restating the research questions, justification of the case study, demographic details and the discussion of the findings.

4.2 Restating of Research Objectives and Research Questions

Most importantly, the analysis of data must be conducted while adhering to the research objectives stated below:

- I. To develop an effective leadership and good governance framework that will improve the delivery of services in the Ekurhuleni Municipality
- II. To determine the current status of basic service delivery in the Ekurhuleni municipality
- III. To identify the leadership and governance challenges encountered by the Ekurhuleni Municipality

- IV. To ascertain which structures promote effective leadership and good governance at Ekurhuleni Municipality

The research objectives were translated into research questions below:

- I. What role does leadership and governance play on the delivery of basic services to the community in the Ekurhuleni Municipality?
- II. What is the current status of basic service delivery in the Ekurhuleni municipality?
- III. What are the leadership and governance challenges faced by the municipality in relation to service delivery management?
- IV. What leadership and governance participatory structures are necessary for improving the service delivery by the Ekurhuleni Municipality?

The research objectives and questions restated are further deliberated in Section 4.5 to 4.9. The findings were thematically analysed adhering to the data analysis methodology outlined in Section 3.5 of the Research Design and Methodology chapter. The thematic analysis is also indicated by the virtue of thematic diagram.

4.3 Justifying why Ekurhuleni Municipality was selected

The Ekurhuleni Municipality was chosen because of its advantageous location in terms of providing public services to the Ekurhuleni people. The degree of service delivery in a public agency organization is worth evaluating, which is why the Ekurhuleni Municipality has to establish an efficient leadership and governance structure that will increase service delivery. The effectiveness of service delivery is determined by the organization's governance framework and leadership discourse. In light of this, the research intended to build a leadership and governance structure in the Ekurhuleni Municipality that would increase the efficiency and efficacy of service delivery.

4.3 Demographic Details

According to Maree (2017), the demographic information provided by the participants is critical to the study's transferability. In this respect, the participants' demographic information was collected in the form of gender, age group, organizational position, years

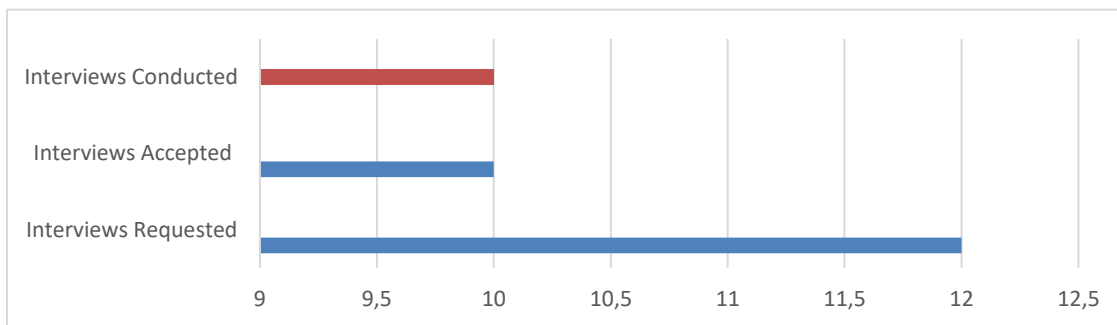
of experience, and highest qualification acquired. The fundamental idea was to capture the research participants' characteristics and also to outline the fit of the participants to address the research questions.

Accompanying graphs and tables, demographic statistics are presented as a fast overview to help with numerical comprehension. The use of graphs and tables make it easier to comprehend information, compare categories using intervals, and compare scores and percentages. Similarly, the use of charts allows for a more in-depth comparison of responder groups while also providing a visually appealing approach to display data. Nonetheless, to present instructive and easy-to-understand data, this study employs a graphical technique.

4.3.1 Interview Turnout Rate

The study targeted 12 interviews and request were put out inviting 12 participants to interviews. The consented interviews are illustrated below:

Figure 4.1: Interview Turnout Rate



According to Figure 4.1, the study conducted 10 interviews where only two participants rejected the invites. The sample was sufficient to saturate data if the views by Saunders et al., (2016) that for a qualitative research, a sample of 10 participants is enough.

4.3.2 Participants' Gender Composition

The composition of participants' gender summaries is illustrated in Figure 4.1 below:

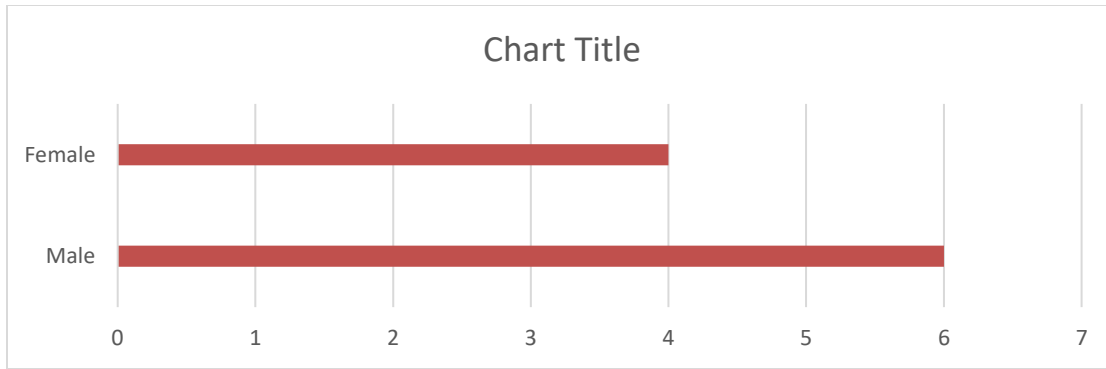


Figure 4.1: Participants' Gender Composition

According to Figure 4.1, male participants composed of six (6) participants while female had a representation of four (4) participants. The results show the dominance of male in the management or rather represent unbalanced gender representation in the sample. Nevertheless, it can be assumed that the city of Ekurhuleni is facing a job equity challenge. In any case, this representativeness is sufficient to show women's views in establishing effective leadership and governance structures to improve service delivery in Ekurhuleni Municipality.

4.3.3 Participants' Age Groups Composition

Saunders et al., (2016) asserted that the age of a participant may influence the way by which one perceives or views a particular phenomenon. The summaries of the participants' age group is illustrated in Figure 4.2 below:

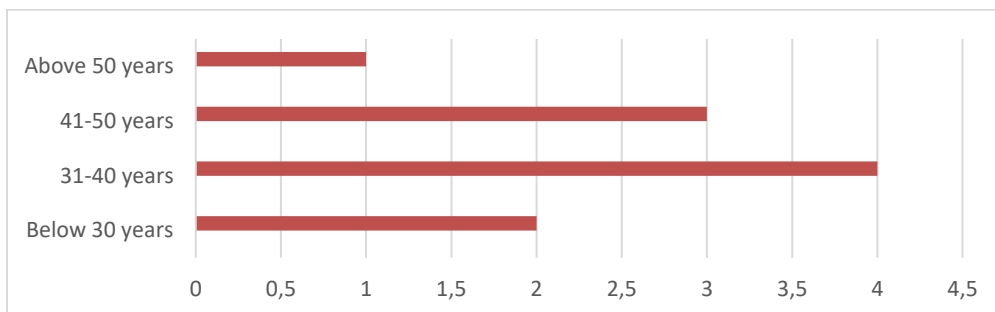


Figure 4.2: Participants' Age Groups Composition

Figure 4.2 shows that most of the participants are between 31 and 40 years old, while followed by 41-50 years with a representation of three (3) participants and two (2) below 30 years and one (1) was over 50 years old. The inferences of this study were elicited from mature people who have the capacity to comprehend the essence of leadership and governance in an organization.

4.3.4 Participants' Position in the Organisation

Maree (2017) is of the view that position of a person in the organisation has a bearing to their understanding of the phenomenon under study. The positions of the participants' composition are thereby summarized in Figure 4.3 below:

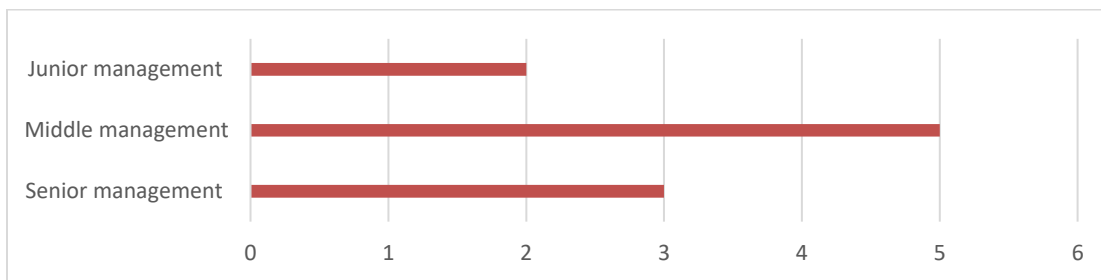


Figure 4.3: Participants' Position in the Organisation

The participants were drawn from the management levels of senior, middle and junior management. The middle management had a representation of five (5) participants, followed by three (3) participants from the senior management and two (2) from the junior management. The framework on governance and leadership is more understood by the management who are responsible for establishing the leadership guide. This therefore posits that the inferences were drawn from the participants close to the phenomenon or subject under study.

4.3.5 Participants' Years of Service Compositions

The participants' years of service within the organisation was considered vital towards understanding the role of leadership and governance towards service delivery. The compositions are shown in Figure 4.4 below:

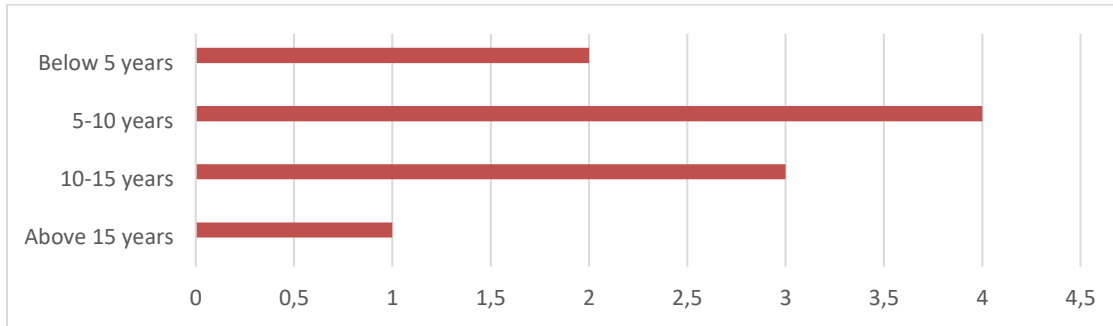


Figure 4.4: Participants' Years of Service Compositions

Figure 4.4 above shows the participants' years of service in the organisation. The majority of four (4) participants have 5-10 years of experience, followed by three (3) participants between 10-15 years, followed by two (2) in the below 5 years group and only one (1) above 15 years. The representation was distributed across all groups which benefit the argument elicited. Under the assumption that experience allows participants to comprehend certain phenomena given the time of exposure to the particular subject, the diverse years of experience of the participants shows that the findings were elicited from informed participants.

4.3.6 Participants' Composition of Highest Academic Achievement

The study recorded the highest qualifications of the participants and are illustrated in Figure 4.5 below:

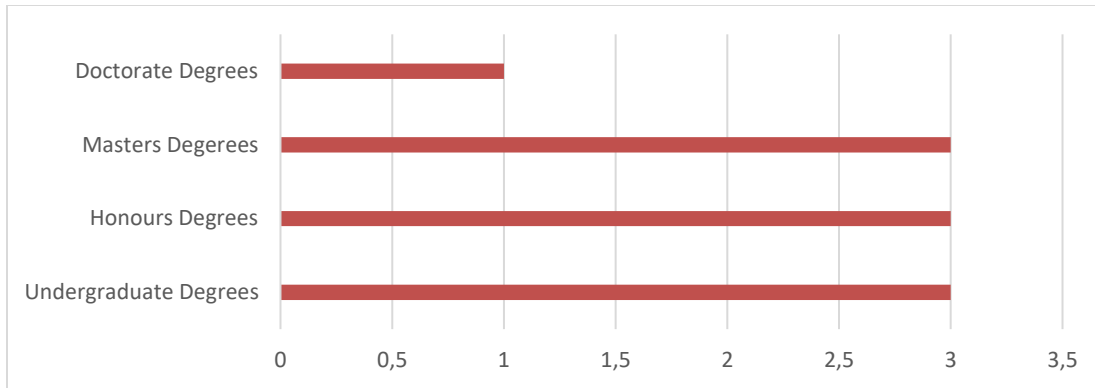


Figure 4.5 shows the equal representation of three participants in undergraduate degrees, honours degrees and Masters Degrees. The lowest representation is the doctorate degrees which had a representation of one participant. Considering the varying qualifications across the municipality, the participants were learned enough to understand the research questions asked in the data collection.

4.3.7 Interviews with Ekurhuleni Municipality Management

The data collection processes were conducted using interviews with the participants drawn from the Ekurhuleni Municipality. The aim of using interviews was to draw detailed opinions and perceptions regarding the realities of the participants in their natural settings. The interviews were imperative as it allowed the gaining of insights on the leadership and governance's role towards service delivery in the Municipality.

In accordance with Chapter three of the Research Methodology, the interviews were conducted adhering to an interview guide developed in line with the research objectives. Apart from recording the interview sessions that ran for 25 – 30 minutes per participants, the researcher was jotting notes on point of interests to allow further probing. In ensuring the avoidance of harm, regulations aimed at curbing corona virus were adhered to where social distancing was provisioned. New sentence and also research questions drawn from the research objectives. The interviews were conducted at the Ekurhuleni Municipality offices where the participants are well versed with the surrounding and natural setting.

The next section will further explain and analyze the findings related to the research objectives. To support this, the research will include actual quotations from interviews as well as literature reviews will be used to verify coding topics.

Although the recommendations of senior management have been carefully reviewed based on ethical issues, the use of important company information must be avoided at all costs because it may adversely affect the organization. This study has already mentioned that, as an ethical consideration, the same point of view is also supported in the data presentation hence participants will be referred as Participant 1, 2, 3.....

4.3.8 Thematic Mapping

The themes were derived from the research objectives. The thematic analysis used a thematic mapping strategy and the map is illustrated as per below:

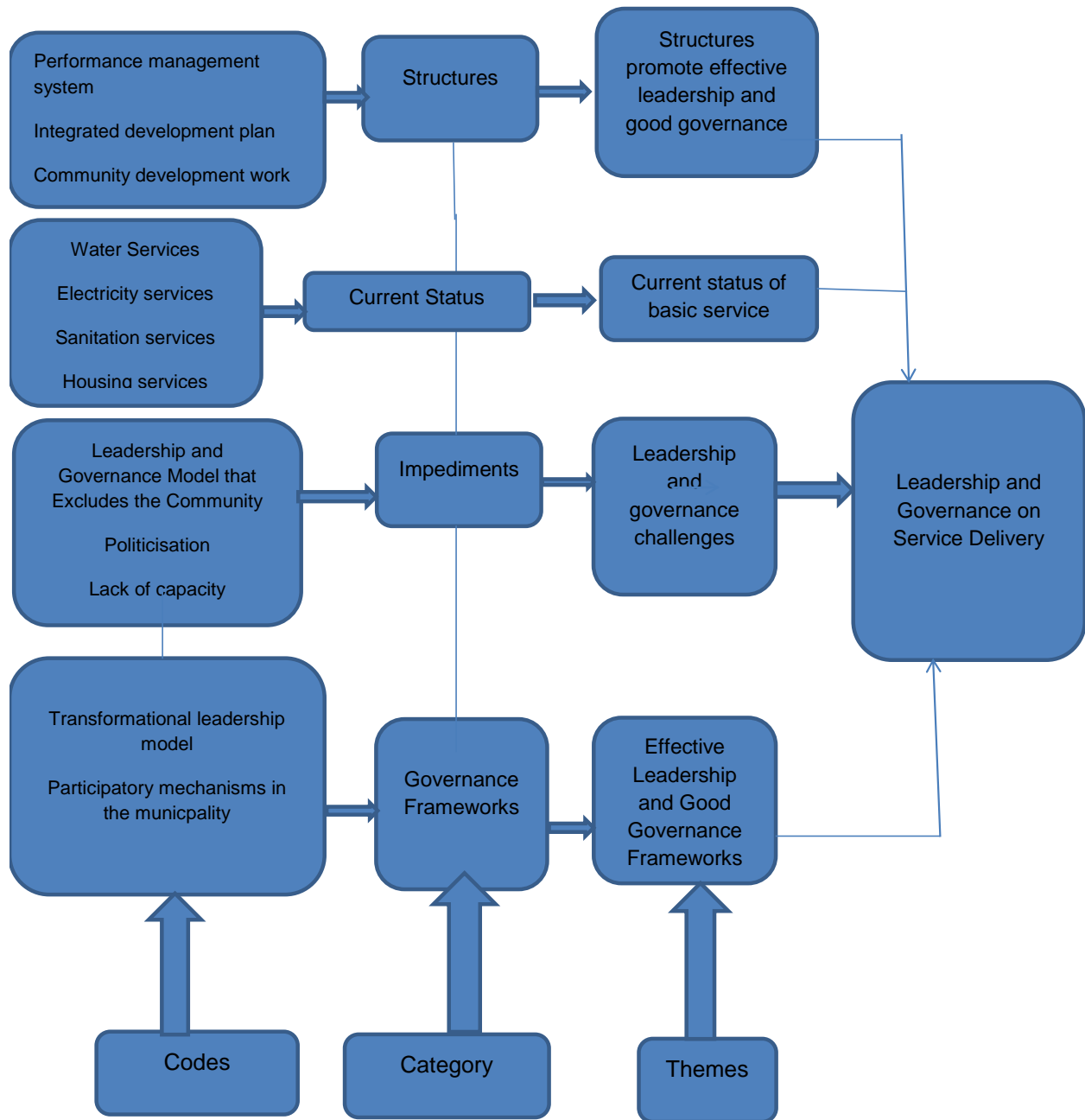


Figure 4.1: Thematic Map

Source: (Author's Insertion)

The themes and the subthemes are discussed as per below:

4.4 Analysis of Data: Theme 1- Current Status of Basic Service Delivery

- *Objective One: To determine the current status of basic service delivery in the Ekurhuleni municipality*

In this section, the first theme of the study- current status of basic service delivery, was discussed. The inductive approach in the thematic analysis attested the theme as having subthemes coded from the current status of basic service delivery by the organization. The subthemes include; water services, housing services, sanitation services and electricity services. The services by which basic service delivery status is measured will be discussed prior to discussion of the subthemes.

In the reviewed literature, in the context of local government, service delivery is the provision of government activities and benefits to the society (Lavhelani, 2017). The services, in this regard, include water, sanitation, housing, electricity and other basic services which are delivered to communities. In this perspective, the management and governance of the service delivery is thus significant towards the provision of services to the communities. Also, the significance of the provision of such services are underpinned by the Municipal Structures Act and the Municipal Systems Act, the service delivery must be reviewed, prioritised, effective and mechanisms used must meet the demands of the inhabitants.

Water and sewage systems, power, road building and maintenance, economic and social development services are all provided by the Ekurhuleni municipal government as part of its service delivery. The status of basic services provided by the municipal government is determined through these services. The subthemes that were deliberated in addressing the first research objective are water services delivery status, electricity supply services delivery, house services delivery and sanitation services delivery.

4.4.1 Water Services Delivery Status

The delivery of water services to the community in the Ekurhuleni Area is one of the core responsibilities, as provisioned by Municipal Structure Act of 1997 and the Water Supply

Service Act (Act 108 of 1997), has been attested as remaining a challenge by a majority of participants (Participant 1, 4, 7 &10). Participant 3 and 6 concurred that there are still several parts of the high density areas which are struggling to get clean water. Participant 2 further argued that;

“The location areas with high density still have no access to clean water and there is still a dearth of water provisioning infrastructure. In some areas, water is still provided through vertical pipes which are substandard while in the low density areas there is piped drinking water”.

In the same perspective, Participant 6 asserted that;

“The water services provision still require reasonable measures taken to prevent any water for community use from being polluted. This type of water must be purified to ensure that it does not endanger or subject anyone's health”.

However, Participant 2 took a different view and attested that;

“The municipality is tirelessly devising mechanisms to ensure that all the areas have access to clean water. Regardless that the infrastructure was destroyed by the residents in some areas, there are still daily water deliveries by trucks which indicate the municipality's effort to provide clean water services”.

On this subtheme, the elicited views and perceptions showed a challenged water service provisioned status characterised by failure to ensure constant and reliable clean water delivery. As noted from Participant 6, the infrastructure and water services supply chain is impeded by dilapidated infrastructure which is not reliable and as well inefficient and insufficient. This resonates to the findings by Ndevu and Muller (2017) who characterised the current status of basic service delivery as poor in terms of clean water services. However, although Participant 2 alluded to measures conducted to mitigate the water service delivery constraints, the strategies are unreliable as the breakdown of trucks may imply lack of water services for the day. It is against this background that the current

status of basic service delivery in terms of water can be considered highly inefficient and constrained.

4.4.2 Electricity Supply Services Delivery Status

In terms of electricity supply, the Municipality is responsible for identifying and submitting a list of communities to the Department of Energy and Eskom, asking financial assistance and home interconnections. In this regard, the majority of the participants affirmed that there are several areas that still require electricity connection especially in the high density areas (Participant 3, 5, 7 &9). In this perspective, Participant 4 opined that;

“The areas with high electricity provision challenges are those with high densities and the locations which were illegally occupied. The households connection projects are still in their infancy stage in unfolding in other areas.”

Participant 6 concurred that;

“The pace for household connections are still slow. There is limited monitoring for identification and submission of demanding areas to the DoE and ESKOM which signify a constrained service delivery on the part of the Municipality”.

In a different perspective, Participant 8 attested that;

“In as much as the municipality identifies and submit the needy areas for electricity supply interventions, it is within the prerogative of the DoE and ESKOM to determine the urgency in addressing such impediments”.

Proceeding on this subtheme, the basic service delivery by the municipality in terms of electricity supply is still low as shown by several parts in the high density areas where connections in households are still requiring intervention. In line with Participant 6’s view, the municipality is remaining slow in its delivery of services in this regard given the lack of monitoring and identification of areas that require the interventions of ESKOM and DoE. In the same perspective, Lavhelani (2017) affirmed that the municipality has a mandate of ensuring that the services under its jurisdiction are attended to and ensured regardless

that they are to be provided by a third party. In this regard, given the slow household connections and electricity backlogs, the municipality's current basic service delivery in terms of electricity, displays a latency that demonstrates inefficiency as a result of the municipality's absence of an indigent registration and policy for providing free basic electricity, inadequate and restricted resources, and dispersed informal settlements.

4.4.3 Housing Services Delivery Status

In the provision of housing as a basic service delivery to the community, the municipality has a mandate of working with the local government and other state-owned or contracted enterprises to ensure adequate housing for the inhabitants. In this perspective, Participant 2, 4 and 9 concurred in arguing that there is still a deficit of housing services which is indicated by the proliferation of illegal settlements and the growth in areas with shacks. In this perspective, Participant 8 argued that;

“The municipality is reluctant in identifying the inhabitants who qualify for houses such as RDPs and the submission of those lists to the local governments and other agencies responsible for housing services”.

Participant 10 also argued that;

“The municipality is putting less effort in upholding its mandate of ensuring effective delivery of housing services as well as inspecting the state of housing the inhabitants reside. There are only three building inspectors responsible for housing matters in the entire municipality”.

Participant 1 however took a varying perspective;

“The municipality's capacity in ensuring adequate housing is limited to identifying the need and to communicate with local government and other agencies towards delivery of housing. This shows that the municipality does not have the technical aspects that goes beyond an informing role to the responsible agencies”.

On this subtheme, the elicited views and perceptions from the participants shows that the Municipality's current delivery of basic services is still failing to reach the service quality as expected by the recipients. The arguments by Participant 10 echoes the findings by Jeeva and Cilliers (2021) who attested that the backlog in housing and the dilapidated nature of some of the housing projects is a matter of concern regarding the status of basic service delivery by the Municipality. However, Participant 1's opinion of the limited role does not suffice given the role and mandate of the municipality of ensuring that services are sufficiently and effectively delivered in the best quality possible. The findings thereby resonates to Fernando (2019)'s view that the municipality is failing to allocate land for housing projects which further exacerbates the proliferation of housing backlog and informal settlement. Therefore, considering the housing insufficiency, it suffices to attest that the current status of delivery of basic services by the municipality reflects severe backlog and unreliability.

4.4.4 Sanitation Services Delivery Status

The sanitation service delivery as a component of basic service delivery by the Municipality was established as inadequate within the community. Participants 1, 3 and 7 alluded to the IDP, propounded that the municipality has a mandate of ensuring sanitation through provision and ensuring flush toilets, effectively operating sewage systems and working latrines to various households in the municipality. In this regard, Participant 4 argued that;

“There are several areas where there is poor sanitation which risky the people to diseases such as cholera and others that may be prompted by poor sanitation. In areas such as Germiston's locations, Thembisa and KwaThema, there is need for efforts to ensure proper sanitation”.

The same idea was upheld by Participant 5 who posited that;

“The sanitation services are impeded by poor water services delivery to some areas. The sanitation problems are exuberant in high density areas especially in the locations where there are no proper working sewer system. The outburst of

sewer systems in some areas reflects the poor access to basic sanitation by the communities”.

Also, Participant 7 further postulated that;

“In general, the basic sanitation services are insufficient. The municipality needs to invest more resources in the provision of such services because the current state is inadequate and unreliable”.

On this code, the concurrence by the participants on the need to ensure that the backlog is eliminated in terms of sanitation services delivery shows insufficiency and inadequacy. In line with Participant 5, there is a high rate of sanitation service delivery backlog. The continued dilapidated sanitation infrastructure is a cause for concern. The findings concurred with Mangena (2016) who attested that in the municipality, approximate of 78% of households do not have enough sanitation services in the community. Therefore, the current service delivery in terms of sanitation services is still limited and the backlog demands immediate intervention to ensure effectiveness, reliability and sufficiency.

4.5 Analysis of Data: Theme 2- Leadership and Governance Challenges Encountered

- *Objective Two: To identify the leadership and governance challenges encountered by the Ekurhuleni Municipality*

This section discusses the second theme of the study- leadership and governance challenges encountered in the municipality, derived from the second research objective. In the reviewed literature, leadership was posited as an activity and a process, influence, persuasion and exemplary behaviour, leaders and follower’s relationship and different outcomes and these are determined by the achievement of goals and objectives. In the same regard, governance was understood as the engagement between municipality and the local community over concern with service delivery. Given the significance of leadership and governance towards service delivery, the impediments are ascertained

and the two are addressed as one given their complementary role in ensuring efficiency in service delivery.

From the interviews with the Ekurhuleni Municipality management, the concurrence in patterns of meanings and arguments were considered in the coding of subthemes regarding the leadership and governance challenges encountered in the municipality. The subthemes that addresses the second objective and the second theme include leadership and governance model that excludes the community, politicisation of municipality leadership and lack of leadership capacity and development skills and competences.

4.5.1 Leadership and Governance Model that Excludes the Community

The drawn inferences from the participants shows the gaps in leadership and governance models at the municipality which thereby challenge the efficiency in service delivery. Concurringly, Participant 6, 8 and 9 posited the initial gap as reflected by the incorrect leadership model and governance framework which negate the participation and inclusion of the community in service delivery projects. This therefore reflect the carrying of projects intended for the community without their input hence leadership and governance failure to meet the required and intended services by the recipients. Participant 1 attested that;

“The community through their leaders are sometimes not consulted on the burning issues of their communities in terms of service delivery. In the rare events of consultation, the insights elicited are not included In the implementation or designing of the service delivery projects”.

Participant 4 also argued that;

“The leadership of the municipality lacks the public participation policy. There are no guidelines to drive this process. This constrains the leadership in ensuring governance frameworks that enable effective service delivery in the communities.”

In concurrence, Participant 5 argued that;

“The municipality's vision statement, on the other hand, states that to achieve local, responsible democracy via active community engagement. The leadership, on the other hand, lacks a policy that ensures involvement direction. This has resulted in poor attendance meetings by various wards leaders to discuss ways of ensuring effective service delivery and address the service delivery backlog on communities”.

Proceeding on this subtheme, the leadership challenges are challenged in their governance due to lack of guiding policy governing the participation and engagement with the communities. In this regard, the governance by the municipality leadership lacks the input of the services recipients which thereby reflect a constrained leadership and governance of service delivery by the municipality. The findings echoed to the findings by Statistics South Africa (2020) that the incorrect leadership model and governance framework which negate the participation and inclusion of the community in service delivery projects is a major challenge facing the municipality. Therefore, it suffices to state that the leadership and governance challenges of the municipality include incorrect model which does not incorporate the recipients' views hence the services delivered will not meet the needs and expectations of the community.

4.5.2 Politicisation of Municipality Leadership

The leadership and governance of the municipalities was noted as challenged by high politicisation of local government institutions. The majority of the participants agreed in stating that the politicisation of leadership prompts the putting of political interests before addressing the public service delivery and the governance of its effectiveness (Participant 2, 6 & 10). In this regard, the political deployments facilitates unethical conduct, mismanagement and misgovernance of resources meant for public service delivery. Participant 8 further argued that;

“The politicisation of leadership is increasing the level and rate of nepotism and favouritism which has culminated to how governance of service delivery is conducted. In this regard, governance is infested by unethical conduct”.

Participant 9 further argued that;

“Senior municipal management manipulated the appointment process and instructed human resources officials to appoint their close friends and family members. The politicisation. This compromises the significance and relevance of leadership and governance endeavours in delivery of public service”.

Furthermore, Participant 8 further attested that;

“The nepotism and politicisation of leadership forms the basis of for mismanagement, maladministration, unethical leadership and lack of accountability as allegiance will not be service but to allegiance towards high political office that facilitated appointment”.

Following this sub-theme, the politicization of the leadership positions and functions of the municipality hindered the leadership and governance of the municipality. Sponsorship, nepotism, and favoritism are all factors in management appointments. As a result, there has been passive leadership and compromises in the management framework for public service delivery. According to Chilanga (2016), most of these leaders are selected through political means and relationships, which has an impact on their performance, because they must meet political means and reasons, which makes it difficult to perform tasks. Therefore, given the politicisation of leadership, governance systems are interfered through patronage, favouritism and favouritism which compromises the service delivery and efficiency of services delivered in the Municipality.

4.5.3 Lack of Leadership Capacity and Development Skills and Competences

The reviewed literature depicted the significance of leadership competencies and skills towards the efficiency and effectiveness of service delivery. The municipality leadership and governance is impeded by lack of leadership development skills and competences which has culminated into negative service delivery. The most of the participants agreed that the leadership and governance of municipal governments and administrative units lacked the skills and capabilities needed to provide direction for service delivery

(Participant 1, 3 & 10). In this regard, the lack of leadership skills and competencies limit the ability to lead and co-ordination of strategic visioning of service delivery policies. Participant 4 further attested that;

“The lack of leadership development skills and competences programmes have limited the capacity for governance of service delivery. There is need for enhancing the ability for leaders who are given the responsibility to provide and govern the delivery of services”.

In concurrence, Participant 6 who argued that;

“The lack of leadership development programmes limit the specific skills that are crucial in communicating the goals and objectives of service delivery. The leaders may fail to guide the skills that must be aligned with the subordinates and supervisors in ensure efficiency in the delivery of services”.

The same perspective was upheld by Participant 9;

“The lack of leadership capacity development strategy limits the capacity for leaders to respond to the rapid changes brought about by new technologies, globalization, politics, environmental issues, and change the basic values, beliefs and attitudes of the community they serve with service delivery”.

Proceeding on this subtheme, the municipality’s leadership and governance was found to be impeded by the lack of capacity development programmes and also schemes on leadership skills and development strategies. The leadership skills and capacities are vital towards governance and coordinating of delivery mechanisms of the services meant for the public. In the reviewed literature, Mangena (2016) propounded that the lack of capacity development practices for leadership limits the emotional intelligence which is vital for effective leadership and effective management of relationships with the subordinates and the community. This impede the leading and governance of service delivery and the services delivered may not meet the demands and needs of the community. Therefore, the leadership and governance in municipalities are challenged

by the lack of capacity development programmes that are meant for enhancing skills and abilities to ensure effective service delivery.

4.6 Analysis of Data: Theme 3- Structures Promote Effective Leadership and Good Governance

- *Objective Three: To ascertain which structures promote effective leadership and good governance at Ekurhuleni Municipality*

The attempts to ensure unwavering commitment and focus on sound and good governance and leadership in the state-owned institutions have been rampant. However, there has been evidence of poor service delivery which prompted the inquiry on the necessary structures that promote effective leadership and good governance that enable effective service delivery. The elicited arguments were coded into themes according to recurrence of arguments and similarities in patterns of meanings. The coded subthemes in addressing the third research objective include performance management system, integrated development plan and community development workers programme which are deliberated as per below:

4.6.1 Performance Management System

The performance management system has been commended in various institutions as a vital structure and development in managing and governing organisational performance and productivity. In this regard, Participant 1, 6 and 10 concurred in stating that performance management system is critical to the execution and realization of the organization's strategic goals. This implies that the municipality can promote effective leadership and governance through performance management system which works to monitor, review, evaluate, and train underperforming departments in service delivery and to recognize and reward outstanding performance in the service delivery discourse. In the same perspective, Participant 8 further asserted that;

“The commitment and best performance of leadership and personnel in the municipality is needed to ensure that services meet the expectations of community

members, who are becoming increasingly impatient. The framework will ensure that service delivery leadership and governance is done in a way that meets changing patterns of service demands”.

Participant 9 further argued that;

“The performance management system ensures a combining of institutional systems and strategies to best achieve organizational goals, objectives and leadership capacity development. The system contributes towards effective leadership and governance which enables the identifying, developing, measuring and recording the strengths and weaknesses of leadership and governance systems in service delivery”.

In concurrence, Participant 10 further asserted that;

“The performance management systems will suffice in promoting effective leadership and governance by ensuring correction of poor leadership performance, align personal goals with organizational goals, monitor and measure performance, establish accountability and transparency, and governance and management of resources”.

On this subtheme, the performance management system was established as a viable structure essential to ensure the effective implementation of the municipality plans of governance and effective use of resources in service delivery systems. In this regard, for municipalities to promote effective leadership and governance that solve the backlog of service delivery, they must implement a system that can help them meet the needs of the community. This resonates to the findings by Patterson (2018) who argued that South African local governments must adopt a performance management system that allows the promotion of effective leadership and governance in order to ensure effective service delivery. Therefore, a performance management system is a viable structure for successful leadership and management, enabling municipalities to focus on strategic goals, measuring results, and improving the municipality’s responsibilities to the local community.

4.6.2 Integrated Development Plan (IDP)

The leadership and governance was found as promoted by full implementation of the integrated development plan which sets the framework for effective service delivery. The majority of the participants noted that municipality leadership must draft integrated development plans with the input from the communities in order to understand their needs and demands (Participant 2, 6 & 8). This implies the framework of IDP as developing a culture of participatory governance and conditions conducive to the participation of communities and other relevant local stakeholders in civic affairs. Participant 3 further posited that;

“The IDP promotes effective leadership and governance that allows the municipality to formulate development plans and involve all relevant stakeholders in the activities of the municipality. This will also translate to effective service delivery”.

The same was asserted by Participant 7 who argued that;

“The IDP is a strategic tool and method of leadership and governance for managing municipalities’ service delivery. The framework provides an opportunity for communities and municipalities to deliberate and interact on local development issues with effective and efficient leadership”.

In the same perspective, Participant 10 propounded that;

“The IDP draft offers a structure that helps leadership’ effective governance and use of scarce resources which strengthen service delivery. The effectiveness of leadership and governance structure attract additional funding and investments by interested stakeholders which benefits the community”.

The subtheme set the foundation that the IDP may suffice as the structure to which leadership and governance can be promoted. The framework and structure creates a leadership and governance structure that are in line with development plans with involvement of all relevant stakeholders, management of scarce resources and attraction

of funding and investments. This concurs to the views by Sancino, Sicilia and Grossi (2018) that the IDP, through promoting leadership and governance, sets the municipal vision, priorities, goals, and strategies to respond to community needs. Therefore, the IDP can be used as a governance mechanism to improve service delivery.

4.6.3 Community Development Workers Programme

The Community Development Workers Program was noted as a framework which structures the leadership and governance in a way that deals with the backlog of local government service delivery in South Africa and to fast track development (Participant 2 & 9). The majority of the participants noted that the Community Development Workers framework may serve a dual purpose of accelerating service delivery in the community and also promote leadership and governance (Participant 3, 4 & 8). Participant 10 further argued that;

“The CDW forms the basis for municipality leadership and governance in the community since most of the services provided are the responsibility of the local government because it is the closest to the people. The CDW will thereby promote the leadership in a way that enable them to understand the essence and improvement needs for service delivery”.

The same perspective was argued by Participant 1 who stated that;

“The CDW serves as an agent of change and transformation which is exactly what the leadership requires for effective governance and management. This encouraged municipal officials to work in their communities to ensure that services are delivered in the most effective and efficient way possible”.

Participant 5 also argued that;

“The CDW is a panacea for solving the backlog of service delivery caused by weak leadership and governance framework and a link between municipalities and citizens within communities of their jurisdiction. This serves structures that promote effective leadership and governance”.

Proceeding on this subtheme, the CDW was established as a framework or structure is imperative in promoting leadership and governance in a way that enhance service delivery. The CDW framework and structure allows the deployment of leadership to work with communities and ensure that the municipality improves the quality of public spending and service delivery. This corroborates to Jameel, Asif and Hussain (2019) who stated that the CDW helps the promotion of leadership and governance in dealing with community issues and ensure appropriate mechanisms of service delivery. Therefore, the establishment of the CDW is an effective structure that promotes leadership and governance that eliminate the development deadlock, improve the relationship between the municipality and the community, and establish a responsible institution in the provision of basic services.

4.7 Analysis of Data: Theme 4- Effective Leadership and Good Governance Frameworks That Will Improve the Delivery of Services

- *Objective Four: To develop an effective leadership and good governance frameworks that will improve the delivery of services in the Ekurhuleni Municipality*

This section discusses the second topic, effective leadership and good governance structures that can improve service delivery. Literature analysis provides some insights into effective leadership and strong governance frameworks for improving service delivery. In this regard, it sufficed to draw from the elicited the views by the participants regarding effective leadership and good governance frameworks.

From the interviews with the Ekurhuleni Municipality management, the concurrence in patterns of meanings and arguments were considered in the coding of subthemes regarding the effective leadership and good governance frameworks that will improve the delivery of services. The subthemes coded in addressing the fourth research objective include transformational leadership model and participatory mechanisms in the municipality which are deliberated below:

4.7.1 Transformational leadership model

The transformative leadership model was developed based on the thoughts and feelings that were extracted as effective leadership and good governance frameworks for improving service delivery. The majority of the participants affirmed that transformational leaders are better known as visionary or charismatic leaders, looking to the future, and focusing on taking risks within the service delivery projects (Participant 3, 5 & 10). In this regard, transformational leadership ensure governance framework that enables service delivery stability as well as maintaining existing governance order within the municipality. Participant 7 further argued that;

“The transformational leadership and governance is effective in handling daily activities and service delivery operational effectiveness. The leadership model enhances a governance efficiency where leadership influence others to make daily decisions voluntarily in order to improve the long-term viability of the organization”.

Furthermore, Participant 8 attested that;

“Public services will be more feasible in the long-term and will be better able to maintain stability in the short-term under transformational leadership. The leadership model increase service delivery productivity as well as ensuring a visionary approach to meeting the community’s expectations and needs”.

Also, Participant 9 argued that;

“The transformational leadership model enhance the long-term viability of the organization’s governance and service delivery. The visionary nature of the leadership allows changing and innovating to improve long-term organizational efficiency in service delivery discourse”.

Proceeding on this subtheme, transformational leadership model was found as effective for governance in a way that improves the service delivery by the municipality. The model improves long-term organizational effectiveness and above-average performance, and help maintain short-term stability in the governance and leadership realms. The model

would influence the influence service delivery networks and create an atmosphere for partnerships between the municipality and the community and provide innovative solutions to adapt to challenges of service delivery. This resonates to Manoharan and Ingrams (2018) who argued that the transformational leadership allows the encouraging, motivating and boosting of organisational capacity in meeting the expectations of the community in terms of service delivery and provision of services that meet the expectations. Therefore, the transformational leadership model allows effective governance that improves the delivery of services by the municipality.

4.7.2 Participatory mechanisms in the municipality

A significant portion of participants agree that the successful leadership and governance model or framework of the city government must be participatory (participants 2, 7, and 8). In this regard, participatory governance is seen as an important cornerstone of good governance and excellent leadership because it provides institutional accountability and openness. This means that in order for the city government to strengthen service delivery, it needs a leadership and governance structure that encourages individuals to participate in governance decisions that affect service delivery. In the same perspective, Participant 6 argued that;

“The public participation and accountability provides the focus of ensuring the effective and efficient delivery of basic services to its residents. The municipality must adopt different public participation structures, including district committees, mayor Imbizos, and comprehensive development plans”.

Also, Participant 9 propounded that;

“The municipalities are obliged to establish constituency committees to promote participatory democracy. The participatory framework allows effective organizing, disseminating information, and encouraging local communities to participate in the mechanism and frameworks to do with service delivery”.

In the same perspective, Participant 1 also asserted that;

“The participatory procedures suggest that municipal officials visit all of the neighborhoods and engage in face-to-face discussions with residents about their concerns. It also allowed the team to see first-hand the difficulties that communities face on a daily basis. This forms the basis for effective leadership and governance which is of paramount significance towards effective service delivery”.

On this subtheme, participatory leadership and governance model of framework has been postulated as effective in the municipalities. The framework ensures that the service delivery reflects the expectations and opinions of the communities. In this regard, the participatory mechanisms inform the processes and ways of service delivery in the community and also enables the users to participate in the municipality's planning, budgeting, management, decision-making, and policy-making. This concurs to Zeemering (2018) who argued that participatory mechanisms is pivotal in improving the service delivery of the municipality and also addressing of the community concerns. Therefore, it suffices to state that the participatory mechanisms are pivotal towards leadership and governance frameworks that enhance the service delivery by the municipality.

4.8 Conclusion

The chapter deliberated the findings from the study. The elicited findings were thematically analysed where arguments were coded according to their recurrence and patterns in terms of meanings. The discussion of the findings also followed the inductive form of thematically analysis where coded sub-themes were deliberated accordingly as they emerge from the major themes. The current service delivery was measured in terms of water services, housing services and sanitation services. The leadership challenges were discussed as well as the structures that promote the effectiveness of good governance and leadership. However, for a municipality to remain effective, transformational and participatory leadership was found as significant.

The next chapter focuses on the conclusions of the study and the recommendations.

CHAPTER FIVE: CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The discussion, interpretation, and analysis of research results obtained through interviews are the focus of Chapter 4. Based on the results of the literature review and preliminary research, the focus of this chapter is the conclusions and recommendations of the research. The main purpose is to establish and develop an effective leadership and governance structure in Ekurhuleni Municipality to enhance service delivery.

5.2 Conclusions

The main objective of the study is to establish effective leadership and a good governance framework to improve service delivery in Ekurhuleni Municipality.

It was mentioned earlier in the study that the study will further the understanding of the leadership and governance impediments in the municipalities' service delivery in emerging economies. The thrust is to shed more light on the leadership framework and models that are inclusive and considers the perceptions of the community in shaping the service delivery. The services delivered must meet the expectations of the community as well as reliable and sufficient. In the reviewed literature, leadership was comprehended as an activity and a process as well as the ability to motivate and influence followers to successfully and effectively contribute towards organisational goals and objectives. In the same perspective, service delivery in public sector perspective depicts the provision of government activities and benefits to the society.

The current status of basic service delivery in the Ekurhuleni municipality was measured in terms of water services delivery status, electricity supply services delivery, house services delivery and sanitation services delivery. The current service delivery in most of these services were found ineffective as high density areas were posited as lacking clean water and also a dearth of water provisioning infrastructure. In terms of electricity supply services delivery, the current service delivery status was found unsatisfactory as several areas still require electricity connection especially in the high density areas. The housing provision is still in a failing state as there is still a significant backlog in housing and the

dilapidated nature of some of the housing projects is a matter of concern. It was also determined that sanitation services are rather insufficient and inadequate given the continued dilapidated sanitation infrastructure. The current status of services delivery by the municipality resonates to Mangena (2016) who attested that the public sector institutions are becoming unreliable and ineffective in terms of service delivery and are continuously failing to meet the needs and expectations of the services recipients.

Furthermore, the leadership and governance in the Ekurhuleni Municipality was found to be encountering various challenges. The challenges are thus posited as impeding factors towards effective and efficient service delivery in the community. The established challenges such as leadership and governance model that excludes the community, politicisation of municipality leadership and lack of leadership capacity and development skills and competences makes service delivery unreliable as no appropriate procedure and operational mechanisms are followed. The challenges echoed the views by Statistics South Africa (2020) that the incorrect leadership model and governance framework which negate the participation and inclusion of the community in service delivery projects is a major challenge facing the municipality. This informs the organisation that the governance and leadership challenges needs to be addressed effectively if reliable services and service delivery processes are to be achieved.

More so, it was noted in the study that there are structures that can promote effective leadership and good governance in the Municipality. The structures are posited as pivotal to the municipality in establishing an effective governance and leadership model that ensure effective service delivery. It was determined in the study that the structures include aspects such as performance management system, integrated development plan and community development workers programme. The established structures informs the organisation that for service delivery to be effective, the mechanisms of governance and leadership must be in line with allowing structures. The findings supported the views by Patterson (2018) who argued that South African local governments must adopt allowing and enabling structures in order to ensure effective service delivery.

The study was also set to develop an effective leadership and good governance frameworks that will improve the delivery of services in the Ekurhuleni Municipality. In this perspective, it was determined that poor governance and leadership negatively impact on the service delivery hence the need for a robust governance and leadership model. The establishments informed the organisation that transformational leadership is essential and participatory mechanisms in the municipality as frameworks or models for effective governance and leadership. This concurs to Zeemering (2018) who argued that participatory mechanisms is pivotal in improving the service delivery of the municipality and also addressing of the community concerns. The same perspective was maintained by Manoharan and Ingrams (2018) who argued that the municipalities must embrace transformational leadership if effective governance and leadership is to be achieved.

Another vital aspect noted in the study is that leadership and governance is essential in a municipality if reliable and efficiency in service delivery is to be achieved. The leadership and governance frameworks drives the mechanisms and processes of service delivery within the municipality. Against such a background, the organisation can only achieve effective service delivery if the leadership and governance is effective and reliable in the onset. In the same perspective, the reviewed literature indicated that leadership and governance are significant in public service for performance of any organisation is directly related to the quality of its leadership (Manyaka and Sebola, 2015).

5.3 Recommendations for Improving Leadership and Governance for Effective Service Delivery

The leadership and governance in the municipality can be improved if varying options and a plethora of interventions are adopted. The interventions and options are meant to enhance the current status as well as addressing the challenges faced by the system.

The recommendation in the study is the adoption of a hybrid approach should be adopted where democratic style must be integrated with the charismatic style. The democratic style will enhance the engagement between the community and the municipality given its ability to enable citizens' engagement in their demands in order to proffer certain panaceas towards service delivery dilemmas. In this regard, the charismatic style will

ensure creativity, prompts trust and respect from the subordinates and the community. This also proffer capacity and capabilities to be visionary enough to develop strategies that ensures effective service delivery. In terms of governance, both leadership styles have competencies and traits that ensure transparent and accountable governance of service delivery.

In addition, the study shows that all senior management positions should be held for a long time to ensure better service delivery. Given that leaders in high-level positions have failed to participate in leadership short-term learning programs to improve their understanding of leadership skills, permanent filling of positions will enable leaders to develop the abilities, skills, knowledge, and abilities needed to lead the municipal government to improve efficiency.

In addition, the recommendation is ensuring agreements signing with municipal employees in critical positions, in terms of sections 56 and 57 of the Municipal Structures Act. The agreements on KPAs and KPIs will ensure that adequate performance management systems are in place, as well as a policy to monitor and assess the system. This system's implementation must be done according to a certain model.

It's also critical that the local council approves the public involvement policy. The policy prevents cleavages in the participatory government process. The engagement of local communities in leadership and governance activities has been decided to enable good service delivery.

5.4 Recommendations for Further Studies

The current study focused on the leadership and governance at Ekurhuleni Municipality and its impact on the service delivery.

Similar studies can be conducted to understand how leadership and governance affect the service delivery of newly formed municipalities. The study can use raw data because there are not enough supporting documents for analysis because the municipality is new.

A comparison study of previous municipalities can be undertaken on leadership and governance concerns in service delivery.

A research might be performed to determine why there is a gap among demonstrations about service delivery and public sector leadership and governance. It's possible that the study will concentrate on the link between two factors.

Since local government is at the vanguard of delivering basic services, a research may be done to examine the factors that contribute to ineffective leadership and bad governance in the public sector, particularly in local government.

A research might be undertaken to look at the connection among public service delivery and a lack of leadership, accountability, and openness.

5.5 Conclusion

The reviewed literature and the primary study, it can be posited that leadership and governance are indeed crucial in the delivery of services in the local government. The current status of service delivery by the Ekurhuleni Municipality was found insufficient and unreliable given the challenged provision of services experienced by the community. The noted inferences is that the municipality's leadership and governance have led to a decline in the level of basic services.

The study also showed that Ekurhuleni Municipality's current leadership and governance framework cannot effectively address the backlog of service delivery. There is a lack of structures for effective leadership and governance and also politicisation of processes which inhibit the accuracy and effective leadership and governance. Against that background, a hybrid approach in leadership and governance must be ensured and also adoption of proposed recommendations. The study identified the need for effective leadership and good governance to resolve this situation.

REFERENCES

- Abasilim, U.D., Gberevbie, D.E. & Osibanjo, O.A., 2019. Leadership styles and employees' commitment: Empirical evidence from Nigeria. *Sage Open*, 9(3), p.21
- Acharya, K.K., 2018. Local governance restructuring in Nepal: From government to governmentality. *Dhaulagiri Journal of Sociology and Anthropology*, 12, pp.37-49.
- Akena, F.A., 2019. Ancient Governance in Africa. In *Gender, Democracy and Institutional Development in Africa* (pp. 37-65). Palgrave Macmillan, Cham.
- Alvesson, M. and Spicer, A., 2019. Neo-institutional theory and organization studies: a mid-life crisis?. *Organization Studies*, 40(2), pp.199-218.
- Alzaydi, Z.M., Al-Hajla, A., Nguyen, B & Jayawardhena, C., 2018. A review of service quality and service delivery. *Business Process Management Journal*.
- Chandwaskar, P., 2019. TLP for Organisation Theory, Structure and Design 2018-2019. *Organization Theory and Design, Current Edition. Thomson Southwester*, 3(7).
- Cornwall, A. and Gaventa, J., 2017. Participation in governance. In *International development governance* (pp. 405-413). Routledge.
- Cortellazzo, L., Bruni, E. & Zampieri, R., 2019. The role of leadership in a digitalized world: A review. *Frontiers in psychology*, 10, p.1938.
- Creswell, J. W. 2016. *Qualitative inquiry and research design: Choosing among five approaches*. Thousand Oaks, CA. SAGE.
- Crosby, B.C. and Bryson, J.M., 2018. Why leadership of public leadership research matters: and what to do about it. *Public Management Review*, 20(9), pp.1265-1286.
- Cudd, A.E., 2018. Rational choice theory and the lessons of feminism. In *A Mind of One's Own* (pp. 398-417). Routledge.

Dannels, S.A., 2018. Research design. In *The reviewer's guide to quantitative methods in the social sciences* (pp. 402-416). Routledge.

Fernando, R.L.S., 2019. Solid waste management of local governments in the Western Province of Sri Lanka: An implementation analysis. *Waste Management*, 84, pp.194-203.

Flick, U. 2016. *Introducing Research Methodology, A Beginner's Guide to Doing Research Project*, London, Sage Publications 85-93

Furunes, T. and Mkono, M., 2019. Service-delivery success and failure under the sharing economy. *International Journal of Contemporary Hospitality Management*.

Gao, X. and Yu, J., 2020. Public governance mechanism in the prevention and control of the COVID-19: information, decision-making and execution. *Journal of Chinese Governance*, 5(2), pp.178-197.

Han, S. and Ye, F., 2017. China's education policy-making: A policy network perspective. *Journal of Education Policy*, 32(4), pp.389-413.

Helliwell, J.F., Huang, H., Grover, S. & Wang, S., 2018. Empirical linkages between good governance and national well-being. *Journal of Comparative Economics*, 46(4), pp.1332-1346.

Hope Sr, K.R., 2017. *Corruption and Governance in Africa: Swaziland, Kenya, Nigeria*. Springer.

Hopper, T., 2017. Neopatrimonialism, good governance, corruption and accounting in Africa: Idealism vs pragmatism. *Journal of Accounting in Emerging Economies*.

Ikeanyibe, O.M., 2018. Uniformity in local government system and the governance model in Nigeria. *Journal of Asian and African Studies*, 53(1), pp.147-161.

Jameel, A., Asif, M. & Hussain, A., 2019. Good Governance and Public Trust: Assessing the Mediating Effect of E-Government in Pakistan. *Lex Localis*, 17(2), pp.299-320.

Jeeva, Z. and Cilliers, J., 2021. An explorative approach to the evolving municipal landscape of South Africa: 1993-2020. *Town and Regional Planning*, 78, pp.81-91.

Kamau, A., 2021. Influence Of Transformational Leadership Styles On Performance. A Critical Literature Review. *International Journal of Leadership and Governance*, 1(1), pp.1-10.

Keping, Y., 2018. Governance and good governance: A new framework for political analysis. *Fudan Journal of the Humanities and Social Sciences*, 11(1), pp.1-8.

Kosec, K. and Wantchekon, L., 2020. Can information improve rural governance and service delivery?. *World Development*, 125, p.104376.

Kumar, R. 2014. *Research Methodology a step-by-step guide for beginners*, London, Sage Publications

Leavy, P., 2017. Research design: Quantitative, qualitative, mixed methods, arts-based, and community-based participatory research approaches.

Leedy, P.D. & Ormrod, J.E., 2015. *Practical Research: Planning and Design*. 11th edition. London: Pearson Education Limited.

Lewis, A.C., Cardy, R.L. & Huang, L.S., 2019. Institutional theory and HRM: A new look. *Human resource management review*, 29(3), pp.316-335.

Manoharan, A.P. and Ingrams, A., 2018. Conceptualizing e-government from local government perspectives. *State and Local Government Review*, 50(1), pp.56-66.

Manyaka, K. and Sebola, M.P. 2015. Performance management in the South African municipalities: Issues, trends and challenges. *Journal of Public Administration*, 50(3.1):681.

Markey-Towler, B., 2019. The competition and evolution of ideas in the public sphere: A new foundation for institutional theory. *Journal of Institutional Economics*, 15(1), pp.27-48.

Marutha, N., 2019. The application of legislative frameworks for the management of medical records in Limpopo Province, South Africa. *Information Development*, 35(4), pp.551-563.

Mees, H. and Driessen, P., 2019. A framework for assessing the accountability of local governance arrangements for adaptation to climate change. *Journal of Environmental Planning and Management*, 62(4), pp.671-691.

Miroshnichenko, I.V. and Morozova, E.V., 2017. Network public policy: Outlines of subject field. *Polis. Political Studies*, 2(2), pp.82-102.

Morudu, H.D., 2017. Service delivery protests in South African municipalities: An exploration using principal component regression and 2013 data. *Cogent Social Sciences*, 3(1), p.1329106.

Musayev, A., 2020. Interpretive Theory Of Translation. *Архив Научных Публикаций JSPI*.

Ndebele, C. and Lavhelani, P.N., 2017. Local government and quality service delivery: an evaluation of municipal service delivery in a local municipality in Limpopo Province. *Journal of Public Administration*, 52(2), pp.340-356.

Ndevu, Z. and Muller, K., 2017. A conceptual framework for improving service delivery at local government in South Africa. *African Journal of Public Affairs*, 9(7), pp.13-24.

Obiora, S., 2019. Impact of Leadership and Governance on Poverty Alleviation in Africa. *Available at SSRN 3576621*.

Oc, B., 2018. Contextual leadership: A systematic review of how contextual factors shape leadership and its outcomes. *The Leadership Quarterly*, 29(1), pp.218-235.

Pahl-Wostl, C., 2019. The role of governance modes and meta-governance in the transformation towards sustainable water governance. *Environmental science & policy*, 91, pp.6-16.

Parent, M. and O'Brien, D., 2018. Organisation theory and sport management. In *Managing Sport Business* (pp. 179-205). Routledge.

Paternoster, R., Jaynes, C.M. & Wilson, T., 2017. Rational choice theory and interest in the "fortune of others". *Journal of research in crime and delinquency*, 54(6), pp.847-868.

Patience, J.J., Nel, D. and Patience, J., 2021. Municipal infrastructure management and its impact on service delivery in the City of Ekurhuleni.

Patterson, A.S., 2018. *Africa and global health governance: domestic politics and international structures*. JHU Press.

Reddy, S., Allan, S., Coghlan, S. & Cooper, P., 2020. A governance model for the application of AI in health care. *Journal of the American Medical Informatics Association*, 27(3), pp.491-497.

Rose, R. and Peiffer, C., 2018. *Bad governance and corruption*. Springer.

Rudolph, C.W., Rauvola, R.S. & Zacher, H., 2018. Leadership and generations at work: A critical review. *The Leadership Quarterly*, 29(1), pp.44-57.

Salkind, N. and Van Zyl, L.E., (2014). *Research Methodology for the Economic and Management Sciences*. New Jersey: Pearson Publications.

Sancino, A., Sicilia, M. & Grossi, G., 2018. Between patronage and good governance: Organizational arrangements in (local) public appointment processes. *International Review of Administrative Sciences*, 84(4), pp.785-802.

Schneider, H. and Nxumalo, N., 2017. Leadership and governance of community health worker programmes at scale: a cross case analysis of provincial implementation in South Africa. *International Journal for Equity in Health*, 16(1), pp.1-12.

South African Statistics (2020) Population, female (%), Available Online at <https://tradingeconomics.com/south-africa/population-female-percent-of-total-wb-data.html> [Accessed on 22 March 2019].

Tavares, A.F. and da Cruz, N.F., 2017. Explaining the transparency of local government websites through a political market framework. *Government Information Quarterly*, p.101249.

Tobi, H. and Kampen, J.K., 2018. 'Research design: the methodology for interdisciplinary research framework'. *Quality & quantity*, 52(3): 1209-1225.

Wagana, D.M., 2017. *Effect of governance decentralization on service delivery in county governments in Kenya* (Doctoral dissertation, COHRED, JKUAT).

Yunyan, Z. and Shan, G., 2020. Application of the Interpretive Theory of Translation to Business Interpretation. *Journal of Educational Issues*, 6(1), pp.127-139.

YuSheng, K. and Ibrahim, M., 2019. Service innovation, service delivery and customer satisfaction and loyalty in the banking sector of Ghana. *International Journal of Bank Marketing*.

Zeemering, E.S., 2018. Sustainability management, strategy and reform in local government. *Public Management Review*, 20(1), pp.136-153.

APPENDICES

Appendix A: Permission Letter



Water and Sanitation Department
Projects Division
Boksburg Civic Centre
Cnr Market Street and Trichardts Road
Boksburg
1459

PO Box 215
BOKSBURG
1460

Website: www.ekurhuleni.gov.za

GRANTING OF INSTITUTIONAL PERMISSION FOR RESEARCH

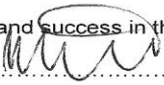
Dear, THEMBI KHUPUZA

I, Kennedy Chihota of City of Ekurhuleni grant permission to collect data at this site for your research project titled EVALUATING THE ROLE OF GOVERNANCE AND LEADERSHIP ON SERVICE DELIVERY: CASE OF EKURHULENI MUNICIPALITY

I grant this permission as the authorized person to so in this organisation and am aware of the following,

1. The study is conducted as a UNISA researcher and remains the property of UNISA
2. You cannot use the name of the company in your research project
3. All data and information collected will be solely in the possession of the researcher
4. I will require feedback of the research.
5. The research may be published in the public domain under the supervision of the supervisor

I wish the best and success in this research

Signature

Name: Kennedy Chihota

Organizational Title: Divisional Head

Full contact details: Kennedy.chihota@ekurhuleni.gov.za

Appendices B: Research Instrument

SECTION A: DEMOGRAPHIC INFORMATION	
1. Position	
Hospitality Sector <i>(Please mark X)</i>	Response
Senior Management	<input type="checkbox"/>
Middle Management	<input type="checkbox"/>
Junior Management	<input type="checkbox"/>
2. How old are you?	
<input style="width: 100px;" type="text"/>	
3. How many years have you worked in this organisation? <i>(Please mark X)</i>	
Experience	Response
Below 5 years	<input type="checkbox"/>
6-10 years	<input type="checkbox"/>
11-15 years	<input type="checkbox"/>
Above 15 years	<input type="checkbox"/>
4. What are your highest qualifications? <i>(Please mark X)</i>	
Qualifications	Response
Post Graduate Level	<input type="checkbox"/>
Honours Degree level	<input type="checkbox"/>
Undergraduate Level	<input type="checkbox"/>
Certificate Level	<input type="checkbox"/>
No formal Education	<input type="checkbox"/>
5. What is your Gender? <i>(Please mark X)</i>	
Gender	Response
Female	<input type="checkbox"/>

Male

1 SECTION B: DEVELOP EFFECTIVE LEADERSHIP AND GOOD GOVERNANCE FRAMEWORKS TO IMPROVE THE DELIVERY OF SERVICES

2 Given that leadership is understood as the ability of an individual or a group of individuals to influence and guide followers or other members of an organization. In your view, what is the nature of leadership at Ekurhuleni Municipality?

.....
.....

3 In general terms, governance refers to the relationship and interaction between different stakeholders such as the community, civil organisations and other interested parties. In your view what is the nature of governance at Ekurhuleni Municipality?

.....
.....

4 What elements are essential for an effective leadership framework for effective service delivery at the Ekurhuleni Municipality?

.....
.....
.....

5 What elements are essential for effective governance frameworks for effective service delivery at the Ekurhuleni Municipality?

.....
.....
.....

6 How can effective leadership frameworks be developed to improve the delivery of services?

.....
.....
7 How can effective governance frameworks be developed to improve the delivery of services?

.....
.....

SECTION C: CURRENT STATUS OF BASIC SERVICE DELIVERY

1. In terms of roads, electricity, water, sanitation, housing, etc, What is the current status of basic delivery in the Ekurhuleni Municipality?

It.....
.....
.....
.....

2. What are measures of effectiveness and reliability of services used in the Ekurhuleni Municipality? Can you please give examples on the services delivered and their measure of reliability?

.....
.....
.....

3. Explain in your view whether the service delivery is meeting the expectations of the recipients?

.....
.....
.....

8 SECTION D: LEADERSHIP AND GOVERNANCE CHALLENGES

1. What are the leadership challenges faced at Ekurhuleni Municipality?

.....
.....
.....
.....
.....
.....

2. What are the governance challenges faced at Ekurhuleni Municipality?

.....
.....
.....
.....
.....
.....

3. In what ways are the challenges impacting on the service delivery efficiency in the Ekurhuleni Municipality?

.....
.....
.....
.....

9 SECTION D: STRUCTURES PROMOTING EFFECTIVE LEADERSHIP AND GOOD GOVERNANCE

1. What are the structures promoting effective leadership in the Ekurhuleni Municipality?

.....
.....
.....
.....
.....

2. What are the structures promoting effective governance in the Ekurhuleni Municipality?

.....

.....

.....

.....

.....

3. Explain whether the structures are sufficient for meeting the expected effectiveness of service delivery?

.....

.....

.....

.....

.....

.....

Appendix C: Editors Certificate



Editing Confirmation

33 Alan Paton Avenue
Scottsville
Pietermaritzburg
3201
Tel: 083 593 2855
Email: admin@kznlanguageinstitute.com
Website: www.kznlanguageinstitute.com

Registration number: 131 804 NPO

13/12/2021

Report on dissertation by: Thembi Khupuzo

Dissertation title: EVALUATING THE ROLE OF GOVERNANCE AND LEADERSHIP ON SERVICE DELIVERY: CASE OF EKURHULENI MUNICIPALITY

This serves to confirm that the above document (excluding Table of Contents, List of Figures, and Reference list) was edited substantively by members of the KZN Language Institute's professional English language editing team. The document was returned to the author with numerous tracked changes and comments intended to correct errors and to clarify meaning. It was the author's responsibility to attend to these changes.

Please note that the final, corrected version of the document was not proofread by an editor from the KZN Language Institute.

A handwritten signature in black ink, appearing to read 'G. Coertze'.

Ms G. Coertze *MSocSc (Culture, Communication and Media Studies)*
Outsourced Editing Manager

A handwritten signature in black ink, appearing to read 'J. Kerchhoff'.

Ms J. Kerchhoff *BEd (Hons), MA (Applied Language Studies), CELTA*
Director of KwaZulu-Natal Language Institute

KWAZULU-NATAL LANGUAGE INSTITUTE
(REG. NO: 131-804 NPO)
23 COROMATION ROAD, SCOTTSVILLE
PIETERMARITZBURG 3201
KWAZULU-NATAL, SOUTH AFRICA
TEL: +27 (0) 33 345 6844

KZN Language Institute – Transforming Words

Appendix D: Ethical Clearance Certificate

University of South Africa, PO Box 392, Unisa, 0003, South Africa
Cnr Janadel and Alexandra Avenues, Midrand, 1685. Tel: +27 11 652 0000, Fax: +27 11 652 0299
E-mail: sbl@unisa.ac.za Website: www.unisa.ac.za/sbl

SCHOOL OF BUSINESS LEADERSHIP RESEARCH ETHICS REVIEW COMMITTEE (GSBL CRERC)

18 August 2021

Ref #: 2021_SBL_MBL_015_FA
Name of applicant: Ms T
Khupuza
Student #: 67146996

Dear Ms Khupuza

Decision: Ethics Approval

Student: Ms T khupuza, (67146996@mylife.unisa.ac.za , 073 365 4051)

Supervisor: Dr R Erasmus, (rene.erasmus@yahoo.com , 082 324 8968)

Project Title: Evaluating the role of governance and leadership on service delivery: case of Ekurhuleni municipality.

Qualification: Master's in Business Leadership (MBL)

Expiry Date: December 2022

Thank you for applying for research ethics clearance, SBL Research Ethics Review Committee reviewed your application in compliance with the Unisa Policy on Research Ethics.

Outcome of the SBL Research Committee:

Approval is granted for the duration of the Project

The application was reviewed in compliance with the Unisa Policy on Research Ethics by the SBL Research Ethics Review Committee on the 12/08/2021.

The proposed research may now commence with the proviso that:

- 1) The researcher will ensure that the research project adheres to the relevant guidelines set out in the Unisa Covid-19 position statement on research ethics attached
- 2) The researcher/s will ensure that the research project adheres to the values and

principles expressed in the UNISA Policy on Research Ethics.

- 3) Any adverse circumstance arising in the undertaking of the research project that is relevant to the ethicality of the study, as well as changes in the methodology, should be communicated in writing to the SBL Research Ethics Review Committee.
- 4) An amended application could be requested if there are substantial changes from the existing proposal, especially if those changes affect any of the study-related risks for the research participants.
- 5) The researcher will ensure that the research project adheres to any applicable national legislation, professional codes of conduct, institutional guidelines and scientific standards relevant to the specific field of study.

Kind regards,

Wilton Litwa

Prof N Mlitwa

Chairperson: SBL Research Ethics Committee

011 - 652 0000/ wiltonb@unisa.ac.za

Phumelani Msweli

Prof P Msweli

Executive Dean: Graduate School of Business Leadership

011- 652 0256/mswelp@unisa.ac.za



Appendix E: Turnitin Certificate



Digital Receipt

This receipt acknowledges that Turnitin received your paper. Below you will find the receipt information regarding your submission.

The first page of your submissions is displayed below.

Submission author: **THEMBI KHUPUZA**
Assignment title: **Final Research Report Submission (Moodle PP)**
Submission title: **MBA5929 T. Khupuza 67146996.pdf**
File name: **571_THEMBI_KHUPUZA_MBA5929_T_6229_603477263.pdf**
File size: **1.61M**
Page count: **93**
Word count: **21,115**
Character count: **136,258**
Submission date: **14-Dec-2021 02:25PM (UTC+0200)**
Submission ID: **1730155688**

EVALUATING THE ROLE OF GOVERNANCE AND LEADERSHIP ON SERVICE
DELIVERY: CASE OF EKURHULENI MUNICIPALITY

UNIVERSITY OF SOUTH AFRICA

MASTER'S IN BUSINESS ADMINISTRATION

BY

THEMBI KHUPUZA

STUDENT NO. 67146996

Supervisor: Dr. R. Erasmus

15 December 2021

MBA5929 T. Khupuza 67146996.pdf

ORIGINALITY REPORT

23% SIMILARITY INDEX	18% INTERNET SOURCES	4% PUBLICATIONS	16% STUDENT PAPERS
--------------------------------	--------------------------------	---------------------------	------------------------------

PRIMARY SOURCES

1	repository.up.ac.za Internet Source	5%
2	Submitted to Mancosa Student Paper	3%
3	Submitted to University of South Africa Student Paper	3%
4	Submitted to Regenesys Business School Student Paper	1%
5	ulspace.ul.ac.za Internet Source	<1%
6	Submitted to Southern Business School Student Paper	<1%
7	etd.aau.edu.et Internet Source	<1%
8	repository.nwu.ac.za Internet Source	<1%
9	researchspace.ukzn.ac.za Internet Source	<1%

10	hdl.handle.net Internet Source	<1 %
11	Submitted to University of Venda Student Paper	<1 %
12	repository.out.ac.tz Internet Source	<1 %
13	Submitted to Coventry University Student Paper	<1 %
14	uir.unisa.ac.za Internet Source	<1 %
15	Submitted to Queen's University of Belfast Student Paper	<1 %
16	dokumen.pub Internet Source	<1 %
17	Submitted to University of Westminster Student Paper	<1 %
18	etd.uwc.ac.za Internet Source	<1 %
19	en.wikipedia.org Internet Source	<1 %
20	Submitted to University of Bristol Student Paper	<1 %
21	Submitted to University of Sunderland Student Paper	<1 %

22	Submitted to Global Banking Training Student Paper	<1 %
23	Submitted to Manchester Metropolitan University Student Paper	<1 %
24	Submitted to University of Johannesburg Student Paper	<1 %
25	mafiadoc.com Internet Source	<1 %
26	Submitted to University of Derby Student Paper	<1 %
27	Submitted to University of Northumbria at Newcastle Student Paper	<1 %
28	Submitted to Curtin University of Technology Student Paper	<1 %
29	Submitted to University of York Student Paper	<1 %
30	erepository.uoeld.ac.ke Internet Source	<1 %
31	Submitted to King's College Student Paper	<1 %
32	Submitted to University of KwaZulu-Natal Student Paper	<1 %

33	Ishmael Ofoli Christian, Thomas Anning-Dorson, Nii Nookwei Tackie. "Customer loyalty and value anticipation: does perceived competition matter?", African Journal of Economic and Management Studies, 2021 Publication	<1 %
34	Submitted to University of Lincoln Student Paper	<1 %
35	ef.unze.ba Internet Source	<1 %
36	journals.ufs.ac.za Internet Source	<1 %
37	Submitted to Asia Pacific International College Student Paper	<1 %
38	Submitted to Aston University Student Paper	<1 %
39	Submitted to OLC (Europe) Ltd Student Paper	<1 %
40	Anazodo, RO, CJ Igbokwe-Ibeto, and BC Nkah. "Leadership, Corruption and Governance in Nigeria: Issues and Categorical Imperatives", African Research Review, 2015. Publication	<1 %
41	Submitted to University of Northampton Student Paper	<1 %

42	jurnal.kemendagri.go.id Internet Source	<1 %
43	tayyabfarooq1125.wordpress.com Internet Source	<1 %
44	Submitted to American InterContinental University Student Paper	<1 %
45	Submitted to King's Own Institute Student Paper	<1 %
46	openaccess.city.ac.uk Internet Source	<1 %
47	Submitted to Colorado Technical University Student Paper	<1 %
48	Submitted to University of East London Student Paper	<1 %
49	findanyanswer.com Internet Source	<1 %
50	www.erudit.org Internet Source	<1 %
51	www.iprjb.org Internet Source	<1 %
52	Submitted to South Bank University Student Paper	<1 %
53	etd.uum.edu.my	

	Internet Source	<1 %
54	Submitted to Liverpool John Moores University Student Paper	<1 %
55	journals.sagepub.com Internet Source	<1 %
56	Submitted to University of Pretoria Student Paper	<1 %
57	elibrary.buse.ac.zw:8080 Internet Source	<1 %
58	wiredspace.wits.ac.za Internet Source	<1 %
59	www.shrm.org Internet Source	<1 %
60	Submitted to Bradford College, West Yorkshire Student Paper	<1 %
61	Submitted to Middlesex University Student Paper	<1 %
62	Submitted to University of Witwatersrand Student Paper	<1 %
63	images.finecobank.com Internet Source	<1 %

64	www.politstudies.ru Internet Source	<1 %
65	Submitted to North West University Student Paper	<1 %
66	publishing.globalcsrc.org Internet Source	<1 %
67	scholar.ufs.ac.za Internet Source	<1 %
68	www.slideshare.net Internet Source	<1 %
69	Submitted to University of Reading Student Paper	<1 %
70	Submitted to University of Southampton Student Paper	<1 %
71	Alfredo Rivera, Jacob Kashiwagi. "Identifying the State of the Project Management Profession", <i>Procedia Engineering</i> , 2016 Publication	<1 %
72	www.ideaessaywriters.com Internet Source	<1 %
73	Submitted to Seevic College Student Paper	<1 %
74	etd.cput.ac.za Internet Source	<1 %

75	Submitted to University of Portsmouth Student Paper	<1 %
76	ir.jkuat.ac.ke Internet Source	<1 %
77	liboasis.buse.ac.zw:8080 Internet Source	<1 %
78	research.library.mun.ca Internet Source	<1 %
79	www.ukessays.com Internet Source	<1 %
80	ir-library.ku.ac.ke Internet Source	<1 %
81	journal.uinsgd.ac.id Internet Source	<1 %
82	www.coursehero.com Internet Source	<1 %
83	ebin.pub Internet Source	<1 %
84	Deepak Chaudhary. "The Decentralization, Devolution and Local Governance Practices in Nepal: The Emerging Challenges and Concerns", Journal of Political Science, 2019 Publication	<1 %

85	Submitted to Durban University of Technology Student Paper	<1%
86	Hoa Do, Charmi Patel, Pawan Budhwar, Anastasia A. Katou, Bimal Arora, Manh Dao. "Institutionalism and its effect on HRM in the ASEAN context: Challenges and opportunities for future research", Human Resource Management Review, 2020 Publication	<1%
87	Scholar.ufs.ac.za Internet Source	<1%
88	biblio.ugent.be Internet Source	<1%
89	core.ac.uk Internet Source	<1%
90	de.scribd.com Internet Source	<1%
91	erepository.uonbi.ac.ke Internet Source	<1%
92	ir.cut.ac.za Internet Source	<1%
93	sigma.nursingrepository.org Internet Source	<1%
94	univendspace.univen.ac.za Internet Source	<1%

<1%

95 www.sciendo.com
Internet Source

<1%

96 [Horacio Zandamela, Matuku Mphahlele.](#)
"Local Government Capacity Development: A
Case Study of a South African District
Municipality", *Journal of Public Administration
and Governance*, 2021
Publication

<1%

Exclude quotes Off
Exclude bibliography Off

Exclude matches Off

Appendix F: Supervisor Consent Letter

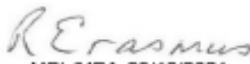
MBLREP / MBL5913 / MBA5929

CONSENT TO SUBMIT RESEARCH REPORT FOR EXAMINATION 2021

Consent is hereby given to:

Student name: **THEMBI KHUPUZA**

Student number: **67146996** to submit her research report in its final form.


MBL/MBA 09/12/2021

Supervisor Signature: Date: 09/12/2021
Supervisor Name: Dr R Erasmus.

The student acknowledges that sufficient feedback was provided by the supervisor and that s/he took the responsibility to attend to the feedback in a way that satisfies the requirements for a research dissertation on the MBA and MBL level.


Student signature Date: 10/12/2021