THE ROLE OF LEADERSHIP ON SERVICE DELIVERY IN SOUTH AFRICAN MUNICIPALITIES: A CASE OF GREATER GIYANI LOCAL MUNICIPALITY, LIMPOPO PROVINCE

by

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DISSERTATION

Submitted in fulfilment of the requirements for the degree of

MASTER OF ADMINISTRATION

in

PUBLIC ADMINISTRATION

in the

FACULTY OF MANAGEMENT AND LAW

(School of Economics and Management)

at the

UNIVERSITY OF LIMPOPO

South Africa

SUPERVISOR: DR KR CHAUKE

2022

DECLARATION

I, Nhlamulo Mabunda, hereby declare that this research titled "*the role of leadership on service delivery in South African Municipalities, a case of Greater Giyani Local Municipality*", is my own work and has not been written by anyone and that it has not been previously submitted for any postgraduate qualification to another university. All the sources that I have quoted have been indicated and acknowledged by means of references. It is submitted in partial fulfilment of the requirement for the attainment of Master's Degree in Public Administration at the University of Limpopo, Turfloop Campus.

Signature…………………………   Date..................................

DEDICATION

I humbly dedicate this study to the Almighty God. I also dedicate this study to my late mother, my grandmother and my daughter.

ACKNOWLEDGMENT

Education is indeed the key to success. I would like to express my sincere gratitude to the following people, for their outstanding support, tolerance and contribution to the completion of this research.

ABSTRACT

The local government is the first level of government closest to the people, and it is required under the 1996 Constitution of the Republic of South Africa to meet the needs of the people in their designated areas. Political and administrative leadership in the municipalities is entrusted with the responsibility of providing public services and managing government resources. Existing literature exhibits that municipal leaders possess certain characteristics that if effectively implemented, may effectively meet the needs of the people. With a distinct focus on Greater Giyani Local Municipality in Limpopo Province, the current study investigates the role of leadership in service delivery in South African municipalities. This study adopts "theory triangulation" as the theoretical points of departure due to its utilisation of four leadership theories (Servant, Transformational, Situational & System leadership theories). Municipal leadership in the Greater Giyani is expected to serve the public by providing high-quality service to the communities.

To fulfil the purpose of this study, a mixed method research approach is adopted, which incorporates qualitative and quantitative methods. A questionnaire was used to collect quantitative data whereas interviews and document analysis were utilised to collect qualitative data. The collected data was then analysed through statistical package for social science. The findings of the study reveal that political and administrative leadership play a role in facilitating service delivery. However, there are also government issues that have to be considered in relation to service delivery, such as insufficient development training programs, and unqualified administrators. Aspects such as lack of understanding and compliance, poor public participation, and lack of adherence to work ethics are found to be amongst factors which hamper service delivery. This study submits that policy makers and managers in the municipalities should be trained in managerial skills. Additionally, the municipal leadership should always adhere to policies related to work ethics and procurement processes. The study also concludes that policy makers and senior managers in the municipalities need to develop relevant policies and strategies to enhance the role of leadership in service delivery in the municipalities.

Key words: *Leadership, Local Municipality, Service Delivery,*

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CHAPTER ONE: INTRODUCTION AND BACKGROUND TO THE STUDY

1.1. INTRODUCTION

The term service delivery is a common phrase and well-known phenomenon used globally to describe the distribution of basic needs and services, especially water and sanitation, housing, land, electricity, and infrastructure on which rural communities depend on, for their daily well-being (Dassah, 2012). Rural societies in South Africa are at risk due to the country's inadequacy in providing of essential services to its citizens. (Booysen, 2012). Further, the adoption and application of apartheid laws and regulations culminated inequitable access to the provision of basic services (Chikulo, 2003). In agreement, Van der Berg (2003) shows that access to services was racialised during the apartheid period, with whites dominating the enjoyment of access to public services while such services were scarce in black-dominated areas. The leadership of apartheid in South Africa greatly favoured white people in service delivery to a large degree. (Chikulo, 2003). Additionally, Chikulo (2003) shows that the actions on the delivery of service were made with white people's interests in mind and did not develop the people's standard of living in the country's population as a whole.

Leadership is the mechanism by which a person controls a collection of people working together to accomplish a same objective (Northouse, 2009). Therefore, this description clarifies the significance that leadership plays in any organisation's success. Leadership involves individuals who hold positions of power within the government and, in most circumstances, such individuals hold offices by elections, appointment or through other wayward means (Gaines, 2012). Ward councillors who have been named to serve on the municipal council by political persuasions in order to have individuals vote for them during municipal elections are viewed as part of political leadership. (Nelson, 2004). Leadership is an integral aspect of all governance and government. Bad leadership leads to governmental failure in delivering services, and if the government is to succeed, strong leadership is needed (Gaines, 2012). In the long run, wise leadership secures stability (Gaines, 2012). The overall purpose of leadership in the municipalities is to build and display the

importance of communities. This is achieved by protecting the local jurisdictions' economic, environmental, and social health (Brookers, 2007).

Following the creation of local municipalities under the provisions of the 1996 Constitution of the Republic of South Africa (referred to hereinafter as the Constitution). The role of local government was redefined to be attentive to the country's needs. According to the Constitution to the Republic of South Africa's, local government is regarded as one of the government spheres that is closest to the people and operates to bring government to the grassroots in order to solve the problems that are related to their day-to-day life. Local municipalities are the service provision machine for the state that is realised through establishing municipalities (Nkhahle, 2015). According to (Nkhahle, 2015: 5), "It is a statutory requirement to provide services to communities in a sustainable manner". This implies that municipal authorities had to provide services to the community on an ongoing basis without failure, but at the same time, services must be paid for in order to have adequate resources to hire workers and maintain the facilities intended to provide services. Nkuna and Nemutanzhela (2012) argue that leadership in municipalities should guarantee that the essential services are given to the citizens in their constituencies. Drawing from this, the current study investigates the role of leadership in delivery of services in the Local Municipality of Greater Giyani.

1.2. PROBLEM STATEMENT

Leadership is considered as crucial in South Africa for accelerating the delivery of basic services by improving the standard of living for the underprivileged. The inadequacy of leadership adversely affects the enhancement of basic service delivery in the municipalities. As its main purpose is to enhance citizens' livelihood, municipal leadership is required to perform an essential part. The provision of services in the local municipality sense is the delivery of municipal services such as public housing, infrastructure, water and sanitation systems, public transport, land and electricity, on which local people depend for their everyday lives. Local municipalities in South Africa are blamed for inadequate service provision, including Greater Giyani Local Municipality in Limpopo Province. Municipal authorities and bearers of government positions are often accused of reckless financial choices, leading to fruitless and unsustainable spending.

The current researcher has observed that residents of Greater Giyani were promised better service provision in the past years that never materialised. The communities within Greater Giyani still lack a proper supply of basic services. Leadership seems to be failing in its role because of the few difficulties, which have a negative influence on the distribution of essential services at the local government level. The communities take into consideration elements such as corruption, effective training, managerial skills, poor governance, and inappropriate spatial planning and other related issues within Greater Giyani as the main problem that hinders the role of municipal leadership on service delivery. It is this problem that seems to be discouraging most community members in the Greater Giyani to believe in the municipal's leadership. In some cases, lot of the top management have insufficient academic qualifications. Competencies in municipalities are not completely accessible or available. In reality, these deficiencies culminate in the questioning of leadership in the provision of services within municipalities. The local residents in the Greater Giyani Local Municipality has attempted to contact political leadership about issues that delay service delivery, but the leadership did not respond to residents' service delivery grievances and concerns. Given these fascinating facts, the local municipality of Greater Giyani was chosen as a case study to provide a clear insight into the role of leadership in South African municipalities in service delivery.

1.3. AIM AND OBJECTIVES OF THE STUDY

1.3.1. Aim of the Study

With a distinct focus on Greater Giyani Local Municipality, this study investigates the role of leadership on service delivery in South African municipalities.

1.3.2. Objectives of the Study

To achieve the broader goal of the study, the following interrelated research objectives are pursued:

- To determine the nature of leadership on service delivery in the Greater Giyani Local Municipality.
- To examine the role of leadership on service delivery in the Greater Giyani Local Municipality.

- To identify challenges that hinder the role of leadership on service delivery in the Greater Giyani Local Municipality.
- To suggest strategies which may enhance service delivery in the Greater Giyani Local Municipality?

1.4. RESEARCH QUESTIONS

- What is the nature of leadership on service delivery in the South African Municipality?
- What is the role of leadership on service delivery in the Greater Giyani Local Municipality?
- What are the challenges that hider the role of leadership on service delivery in the Greater Giyani Local Municipality?
- Which strategies may be used to enhance service delivery in the Greater Giyani Local Municipality?

1.5. DEFINITION OF CONCEPTS

- **Leadership**

According to Newstrom and Bittel (2009:123), "leadership is the special skill of getting other people to follow and do willingly the things that the leader would want them to do". This interpretation suggests that leaders must possess a variety of competencies, personality characteristics, and attitudes in order to compel others to perform specific tasks. Northouse (2007:34) "leadership is a mechanism by which an entity influences others to achieve the goal and direct the organisation in a way that makes it more cohesive and coherent". Leadership in the municipalities provide information, knowledge, and methods to realise the municipal objectives (Drucker, 2008).

- **Service Delivery**

Services delivery refers to the effective and efficient provision of basic services that a government should offer to its people (Zubane, 2011). In this study, service delivery includes services rendered by Greater Giyani Local Municipality to its constituents. Such services include infrastructure, water, housing, public transport, land and electricity, which local communities depend on for their everyday existence.

- **Local Municipality**

According to Craythorne (2006: 726), a municipality is "a corporate body that has specific roles and responsibility areas, a political structure, political office-bearers and a municipal manager, and has jurisdiction in a defined geographical area as determined by the Local Government".

1.6. LITERATURE REVIEW

The literature review is very critical in every research study. Wellington, Bathmaker and Sikes (2005) indicates that a well-planned and comprehensive analysis of the available relevant and related literature is required for fruitful research.. Literature from different scholars is used in this study to provide insightful information into the role of leadership in the delivery of service. In the context of this study, the literature review is guided by the study's objectives. The dominant literature consulted includes Greenleaf (1998), Frick (1998), Gaines (2012), and others (see chapter two).

1.6.1. Theoretical Perspective

The current study adopts "theory triangulation" due to its adoption of multiple theories to address a single research problem. According to Angen (2000), "theory triangulation" involves adopting more than one theoretical perspective to examine a single research problem. In this study, the critical theoretical perspective taken navigate across four leadership theories, namely Servant Leadership theory (Greenleaf, 1998) Transformational Leadership theory (Burns, 1978), Situational Leadership theory (Peretomode, 2015) and System Leadership theory (Von Bertalanffy, 1950). In order to pursue the objectives of the study, the current researcher positions the Servant Leadership theory as the theoretical point of departure, followed by the three supporting theories.

According to Greenleaf (1998:47), Servant Leadership theory is a "multidimensional leadership theory that starts with a desire to serve, followed by intent to lead and develop others, to ultimately achieve a higher purpose objective to the benefit of individuals, organisation and society". The main emphasis in Servant Leadership theory is on what effective leader is within their value, beliefs, motives, assumptions, traits and skills rather than on how they act (Frick, 1998). Servant Leadership guarantees that other high priority needs are being served; it is the willingness,

obligation and desire to serve the interests of other citizens (Greenleaf, 1998). A good example in this regard is of Nelson Mandela, the former South African president who spent 27 years in prison because he felt South African people were entitled to democracy. According to Servant Leadership theory, good leaders represent others and they become leaders of servitude. The leadership of servants focus more on the persons who are the followers (Gaines, 2012). Local government leadership is a strategy that aims to promote both community development and strengthen the institution's quality and care through a blend of collaboration and community, personal engagement in decision-making, ethics and caring behaviour. Leadership in the municipalities is an essential aspect of the work environment and the wellbeing of the community (Gaines, 2012). Gaines (2012) further argues that for municipal leaders to be influential, they should possess some significant servant, transformational and situational leadership characteristics.

The current study also adopts Transformational Leadership theory (Burns, 1978). This theory is adopted on the basis that transformation is what is needed in the municipalities to ensure better service delivery in communities, as advanced by the current researcher. The key point of the Transformational Leadership theory is that when leaders succeed in pushing their organisation in a new direction and producing drastically improved outcomes and results, such leaders are considered transformative (Kahn & Naidoo, 2011). According to Feinberg, Burke and Ostroff, (2005) collective intent, collective growth, and development are the subject of this Transformational Leadership theory. This theory is critical for understanding the significance of effective leadership. According to Kahn and Naidoo (2011), this type of leadership theory can move groups, organisations, even societies towards the pursuit of high collective purpose, mutual growth and development. In this study, this theory is adopted because municipalities have a duty to guarantee that fundamental services are given to individuals in their constituencies pursuant to the South African's Constitution, and this can only be delivered through effective leadership in the municipalities. The absence of effective leadership in the municipalities may lead to challenges and negative experiences in service delivery.

In addition, Situational Leadership theory (Peretomode, 2015) is adopted in order to focus on the leadership situations. Situations require different kind of leadership, and as such, an effective leader should be able to adjust to the needs of the community.

(Cherry, 2013). The current researcher postulates that leadership in the municipalities should determine the service that is needed in the communities. According to Bell (2006: 185), a leader "should be able to assess the situation and ensure that the services are provided without failure; in this way, service delivery in the municipalities can be improved". The situational leadership theory (Pretomode, 2015) demonstrates how a good leader analyses the situation, comes to a decision, and then employs the leadership approach that is best appropriate for the circumstances at hand. (Cherry, 2003). The grounds for adopting Situational Leadership theory is that it has the ability to make an effective contribution to how political and administrative leaders lead the community in their respective municipalities (Blanchard, Zigarmi & Halsey, 2013). Research evidence exhibits that leaders who adapt and study a situation are more likely to deal with the situation in a mutually benefiting way, provided there are matured enough professionally (Blanchard, Zigarmi & Halsey, 2013). The system theory (Von Bertalanffy, 1950) is used to determine how the relationship between the leaders in service delivery has improved the quality of service rendered by the municipality in their area of jurisdiction. The theory maintains that as a system, administrative and political leadership are supposed to work together in order to deliver the quality service to the citizens.

1.6.2. Empirical Literature

The purpose of the empirical literature in this study involved reviewing literature pertaining to political and administrative leadership as well as the provision of service in the South African municipalities, to explore the nature, the role and the challenges experienced concerning the service delivery aspect in the Greater Giyani Local Municipality. In the next section, the researcher addresses four themes as part of the empirical literature, the nature of leadership on service delivery within municipalities, the role of leadership on service delivery leadership in the municipalities, the challenges that hinder service delivery in the municipalities, statutory and regulatory framework for political and administrative leadership interaction at the local municipalities.

1.6.2.1. The nature of leadership on service delivery within municipalities

South African municipalities are experiencing barriers to leadership, particularly in the provision of services (World Bank, 2012). Brautigam and Knack (2004) suggest that there is a need to strengthen leadership so that it can play a significant role in the delivery of public services. In areas of local government, such as Greater Giyani Local Municipality, where there is possible lack of skilled leaders who can promote the delivery of basic services, leadership and service delivery problems are more apparent. Leadership is seen as the main variable on how to structure and develop municipalities (Bell, 2006). Institution, such as local municipalities, functions as a service delivery machine for the government. This means that leadership in the municipalities need to adapt and innovate to allow the change that will improve service delivery (Mpofu & Hlatswayo, 2015). There are main focal areas in which all-basic access service programs in the communities need to be maintained. At the local government election, when the electorate votes, they nominate a representative, somebody to guarantee that their interests are considered when decisions are made at meetings.

According to Charton (1993), leaders should translate intentions into action and sustain them. In addition, Charton (1993) attests that community leaders must always pay attention to the grasshoppers and adjust to the changing surroundings. After local government elections, leaders should immediately consider training programs to recognise their obligations (Nkhahle, 2015). The outcomes of good training are great in the sense that there will be real and improved leaders who will recognise and inspire the government to do more for the benefit of the people (Nkhahle, 2015). There are two types of leadership in the local municipalities, with each responsible for specific role in the provision of services.

1.6.2.1.1. Political leadership

In general, political leaders are politicians who work in the municipal council to represent citizens who chose them (Cameron, 2003). It is also their duty to ensure that all problems relating to community well-being are decided in a way that benefit communities (Reddy, Sing & Moddley, 2004:78). Local citizens thus elect political leaders based on the perception that they can better represent certain interests that are considered important to the well-being of the communities (Paradza, Mokwena &

Richards, 2010). In their very existence, municipal councillors have a powerful instinct for leadership and these skills have to be constantly built to ensure that they can address the local government's challenges, opportunities, and threats (Silvester, 2013:4). The need for effective political leadership (Councillors) in municipalities to overcome evident issues and to positively effect on the efficiency of the provision of services cannot be overemphasized (Silvester, 2013). This is all about setting a good example, inspiring and empowering workers to perform as productive as they can. According to Visser (2013: 21) political leadership in municipalities should "follow and promote values such as honesty, integrity, justice, openness and dedication to responsibility for one's acts, as well as willingness to tackle fraud and corruption".

1.6.2.1.2. Administrative leadership

The ultimate execution of council's decisions is the responsibility of administrative leadership (Mthembu, 2012:14). According to the municipal hierarchy, the manager of the municipality and directors who are responsible for each service department leads the administration arm. These individuals are required to perform executive duties, guide officials and provide administrative guidance on the political system within the municipality in compliance with the local government legislations. To administer municipal affairs efficiently, administrative leadership should have appropriate expertise and skills (Ababio & Makgoba 2002:17). According to Thornhill (2010: 58), municipal officials should be "developed, provide service impartially, fairly and equitably". In addition, Thornhill (2010) advises that administration leadership must be named on the basis of their knowledge and experience under the various role of the executive institution. Administrative leadership ensures that resources are utilised efficiently to sustain a major service delivery initiative, and staff members are professionally qualified to promote service delivery accordingly (Rakate, 2006).

1.6.2.2. The role of leadership on service delivery in the municipalities

According to Ciulla (2014), "leadership is not a person or a position but it is a complicated relationship between people, based on trust, obligation, commitment, emotion and a shared vision of the good." Leadership can provide direction, motivate and link others to a common goal, requiring everyone to be accountable for achieving the common goal (Cronshaw, 2002:103). Further to this, political and administrative leadership have set positions in municipalities that they must perform

to ensure the municipality's success in providing communities with successful service (Cronshaw, 2002). With respect to Municipal Finance Management Act 56 of 2003 and Municipal System Act of 32 of 2000, the council is the chief executive of the municipality and that the administrative managers enforce the decision-making and decisions of the council. In order to execute the turnaround strategies, the municipality is dependent on leadership and is obliged to ensure that public concerns are minimised (Maccoby, 2009). In most cases, concerns are due to lack of service delivery in the communities.

Political and administrative leadership mainly plays a significant role in ensuring that the commitments of the government to society are converted into concrete initiatives (Denhard & Denhard, 2000). (Ibid, 2000) further stipulates that leadership is also central to the execution of government initiatives which cut through all layers of the government sphere. Leaders are required to respond to issues related to service delivery. To find out what the community need, leaders should do individual consultation with members of the community (Martin, 2014). Municipal leadership should consider peoples' needs and respond appropriately to those needs. Communities should be given the ability to communicate what they need. The government could provide resources that are not urgently necessary by the people if communities are not involved (Ikejiaku, 2011). Previous studies shows that people in some sections of the Greater Giyani Local Municipality still requires basic services such as water; nevertheless, the government focuses on upgrading roads, which was necessary but not urgent (Mashele, 2010). This calls for performance, effectiveness and fairness as essentials for the delivery of services to communities, and leaders should ensure that this is considered in the provision of services (Cronshaw, 2002).

1.6.2.3. The challenges that hinder the role of leadership on service delivery in the municipalities

Government leadership is confronted with a variety of problems that have a detrimental effect on people's efficient delivery of services (Paraza, Mokwena & Richards, 2010). There are various obstacles, and although some are common to all municipalities, some are special to some municipalities. Public representation, known as leadership, has genuine intent when they come to the municipal councillor.

When they come across the internal method, the difficulty they face is that it appears to confuse their plans and is most often viewed as a hindrance to the advancement of service delivery (Wesley, 1997).

1.6.2.3.1. Lack of capacity

As a local government institution, one of the major challenges faced by leadership on service delivery is a shortage of sufficient staff and incompetence of such staff to deliver the services efficiently and effectively (Mpehle, 2012). The lack of adequate expertise has contributed to inadequate personnel in many municipalities, with significant consequences for the delivery of services. Mpehle (2012:222) further attest that "one of the underlying causes of lack of service delivery by municipalities in South Africa is the inadequate human capacity". Seventy-one (71) percent of public participants have a popular perception that municipal leadership, especially some in crucial responsibilities, are not placed just because of their knowledge, skills, qualifications, expertise and experience, but because of political affiliation and bias (Mpehle, 2012). Adherence to guidelines on minimum competency levels in the municipalities is one area that need to be improved to achieve successful local government and service delivery. The services are compromised due to the lack of capacity.

1.6.2.3.2. Corruption

Increases in corruption and unacceptably high crime levels by leadership in the municipalities are also being seen as service delivery failure in the municipalities (Hough, 2011). Elected government official's legislation rights for unlawful or illegal private benefit is also considered as corruption (Kramer, 1997). Despite the existence of a code of good behaviour, because of corruption and lack of integrity, most politicians in South Africa have lost their reputations (Kramer, 1997). Craythorne (2003) agrees that corruption is a personal degradation that appears in the use of unethical practices such as bribery, corruption and fraud. Depending on how powerful a position the individual official occupies, the extent of corruption varies (Khan, 1997). According to Gray and Kaufman (1998:7) "the dichotomy of political administration in South Africa has created public officials who are unethical to the degree that some grant government contracts or tenders for personal benefit to their friends and relatives, which demonstrates the utmost violation of ethics". To

make matters worse, most municipalities have been unable to provide services efficiently because of corrupt politicians mishandling and exploiting public funds (Gray and Kaufmann, 1998:7). Government representatives implicated in unethical activities have rarely been suspended, and they were not obligated to surrender their accumulated wealth to the municipality.

1.6.2.3.3. Poor governance

Bad governance and lack of internal oversight are also seen as one of the main problems for failing to provide services in municipalities (Mpehle, 2012). Poor governance and delivery of services has resulted from political and administrative leadership (COGTA, 2009). South Africa's State of Local Government Overview Report (2009) shows that shortcomings hamper local government in governance and service delivery systems. Such difficulties include low transparency, poor distribution of information, political-administrative interface issues, and poor financial management. There is a violation of the legislative framework by the political leadership in the municipalities (The Research Unit of Parliament, 2009). These contribute towards contract disputes, which in turn, promote fraud in the municipalities and undermine the provision of service (Mpehle, 2012).

1.6.2.3.4. Lack of supervision

According to Nengwekhulu (2009:354), "the lack of oversight, performance improvement and control has the potential to undermine the fulfilment of municipal goals". To ensure safe and successful implementation of the delivery of services and the efficient implementation of initiatives, supervision and monitoring are necessary (Smith, 2013). According to Nengwekhulu, (2009), municipal leadership's alleged continued lack of responsibility raises serious questions. In addition, Nengwekhulu (2009) argues that local leaders' actions frequently result in a conflict of interest. In addition, when they do not comply with the rules, no action is taken against senior officials to hold them liable.

1.6.2.3.5. Poor public participation

Lack of public participation is also one of the challenges affecting service delivery in the municipalities. Tsatsire (2009:166) states that public participation "is both a

Constitutional and legal requirement". Eversole (2005:4) confirms that in order to resolve the issues of service delivery, government leadership must include people in defining problems with service provision and coming up with positive solutions. Besides, if the public is involved in service delivery decisions, they become the watchdogs of service delivery and therefore, an abuse of power and corruption decreases (Eversole, 2005).

1.6.2.4. South African legislative and regulatory framework for political and administrative leadership engagement in the field of local government

Local government in South Africa shall be governed by the amount of subsequent local government legislation. Section 155 of the 1996 Constitution of the Republic of South Africa provides the basis for the formation of municipalities. The government must be faithful to the Constitution under section 41 of the Constitution, the country, including its citizens and the well-being of the citizens of the Republic should be guaranteed. Local Government: Municipal Systems Act, 2000 (Act 32 of 2000), Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003), Local Government: Municipal Structures Act, 1998 (Act 117 of 1998) and the 1998 White Paper on Local Government are central policy and legislative structure aimed at guiding local government in the execution of its constitutional mandate. According to Labuschagn (2012:97), "each of these Acts and policies focuses on different aspects of local government, such as, amongst others, the rights, duties, functions and powers of municipalities, community participation and integrated development planning". (Williams, 2012: 17) claims that these policies and legislatives provide local authorities with a governance structure, defines policy decision-making processes, develops principles for governance structuring, and ensures that effective internal supervisory structures can be introduced at the municipal level. Therefore, the legal structure regulating the local government sphere in South Africa will be addressed to demonstrate its role in the political and administrative interface and interaction.

1.6.2.4.1. Constitution of the Republic of South Africa of 1996

The Republic of South Africa (Act 108 of 1996) promotes the idea of developmental local government. The local government is in charge of the development process in

municipalities and in charge of municipal planning. Section 152(1) (b) specifies that one of the objects of local government is to ensure the provision of service to communities in a sustainable manner. The municipalities thus have a legal responsibility to provide public services. Local governments must seek to attain these objectives within their financial and administrative capacities, according to Section 152(2) of the 1996 Constitution of the Republic of South Africa. Providing basic utilities, such as electricity, water and sanitation, waste disposal, local health services, municipal public transport and municipal roads, are the most important tasks (Craythorne, 2006:7).

1.6.2.4.2. White Paper on Local Government, 1998

White Paper on Local Government is unique; it does not deal with a sectorial policy, but with an entire sphere of government. It can almost be regarded as a mini-Constitution for local government, as it affects all South Africans. The 1998 White Paper acknowledges that local government is the government sector that interacts most closely with neighbourhoods and is responsible for delivering significant services to individuals. It is also in charged with ensuring community growth and development to increases engagement and transparency in the community (Boshoff, 2011). Therefore, the Local Government White Paper emphasises the need for local governments to concentrate on achieving development outcomes, such as the provision of infrastructure and services for families, the creation of residential areas, integrated communities, towns and rural areas, and the promotion of local economic development as well as the empowerment of the population. Both municipalities are obligated to perform these tasks, considering the wide gaps in their levels of capability.

1.6.2.4.3. Municipal Structures Act, 1998 (Act 117 of 1998)

Since local government is considered to be the closest government sphere to the people, the core of all relevant legislation is to create ways to ensure that citizens have input into local municipal decisions. The purpose of this Act is to ensure that municipalities are created in accordance with the requirements for the categories and forms of municipalities. To specify the criteria for determining the categories of municipalities to be established in the area, to determine the types of municipalities that may be established in each category, ensure that duties and powers are

adequately divided among divisions of municipalities that internal processes, structures and office-bearers of municipalities are governed, and that appropriate electoral systems are created.

1.6.2.4.4. Municipal Systems Act, 2000 (Act 32 of 2000)

Chapter 2 of Local Government: The Municipal Systems Act, 2000 (Act 32 of 2000) describes the legal existence and sets out how to exercise and conduct municipal functions and responsibilities. In particular, this Legislation also sets out the local public administration structure, which includes a municipal working framework, guidelines for development planning and provision of services (including a partnership-based approach), staffing problems and performance management systems. According to Craythorne (2006:152) the Municipal Systems Act, 2000 (Act 32 of 2000) "places a duty on municipalities to implement the provisions of the Constitution by giving priority to the basic needs of the community and promoting its development". The Municipal Systems Act Section 73(2) requires municipalities to provide fair and equitable services in a way that is conducive to the prudent economic, sustainable and efficient use of available resources. According to Boshoff (2011:63) Local Government: Municipal Systems Act, 2000 (Act 32 of 2000) "provides for, among other things, the core principles and processes that are necessary to enable municipalities to move progressively towards the social and economic upliftment of local communities and to ensure general access to essential services that are affordable to all".

1.6.2.4.5. Municipal Finance Management Act, 2003 (Act 56 of 2003)

The Local Government: Municipal Finance Management Act 2003 (Act 56 of 2003) was promulgated to secure sound and sustainable financial management in municipalities and determines that community involvement in the budgetary process in municipalities is compulsory. One of the most critical goals of Municipal Finance Management Act, is to establish sound financial governance for each municipality, including the implementation of a comprehensive structure to explain and differentiate the roles of mayors, councillors and officials. As such, any public action, especially the creation of the environment in which communities live, will have an economic impact (Meiring, 2001:130). The MFMA, read in accordance with the

Municipal Systems and Municipal Structures Acts, offers specific guidelines on the duties and responsibilities of councillors and officials.

For leaders to improve the role of leadership in the provision of services, they need to encourage the local communities to participate in decision-making (Mashele, 2010). These processes may be done through ward councillors and other community forums. Every process needs to be done within the principles and legal frameworks.

1.6.2.4.6. Local Government Turnaround Strategy (LGTAS), 2009

LGTAS was launched as a government action initiative and a blueprint for improved delivery of services aimed at responsive, transparent, reliable and effective local government. The State of Local Government Study (2009), which analysed all nine provinces, describes municipal problems, including weak governance and accountability, poor financial management, and the failure of some governments to provide basic municipal services (State of Local Government Report, 2009). Five areas of focus were established, namely service delivery, governance, financial management, the growth of infrastructure and the fight against corruption. The general goal was to regain the leadership's confidence in their municipalities.

1.6.2.4.7. National Development Plan 2030

The National Development Plan 2030 is an important legal instrument that was implemented in 2013. The National Development Plan serves as a plan for South Africa to eliminate poverty and reduce inequality by 2030 through uniting South Africans, growing an inclusive economy, building capacities, enhancing the capabilities of the state and leaders working together to solve complex problems (National Development Plan 2012:1). The 2030 National Development Plan established issues that all three areas of government need to solve. The issues include high unemployment rates, poor quality education in schools for black people, poor quality of public service, high levels of corruption, and the public health system's failure to satisfy demand or maintain quality. The National Development Plan 2030 established, among others, the need to professionalise the civil service and attract highly skilled, dedication and commitment to a profession in the local government field.

1.6.2.4.8. King Report IV on Local Government

Reddy and Badal (2016:04) "key feature of the King IV report is the principles that refer to the governing body, which is the structure that has accountability for governance, leadership and performance". Effective corporate governance and leadership are co-dependent have always been mutual dependent on each other, it is evident that the governing body's overall high-level leadership responsibility creates a golden thread throughout. Effective local government leadership is the kind of leadership that primarily embraces the inputs and contributions made by stakeholders. Consequently, participatory governance and multi-stakeholder arrangements are an essential part of the process. According to Baud and Dhanalakshmi (2007:134), the process of partnering helps the local government to "provide services to the community effectively and specifically the basic needs of the community".

1.7. RESEARCH DESIGN AND METHODOLOGY

Research design and methodology comprises of several research approaches. Researchers are free to select research techniques, methods and processes that best suit their needs. In this study, the current researcher uses the pragmatism paradigm. According to Howell (2005), a paradigm choice establishes the researcher's intent, motivation, and expectation. Pragmatism is not devoted to any one system of philosophy or reality. This method has always been seen as the model that offers the fundamental methodological basis for qualitative and quantitative study. Mixed methods research approach helps the researcher to explore both qualitative and quantitative methods of mixing the study results. The research design of this study is discussed in detail below.

1.7.1. Research Design

In order to pursue the objectives of this study, the current researcher adopt a mixed-method approach, incorporating qualitative and quantitative research methods. Mixed methods research is an approach to an inquiry involving collecting both quantitative and qualitative data, integrating the two forms of data, and using distinct designs, which may involve philosophical assumptions and theoretical frameworks (Creswel, 2009). The core assumption of this form of inquiry is that the combination

of qualitative and quantitative approaches provides a more complete understanding of a research problem than each approach alone. According to Creswell and Plano Clarke (2007), "mixed methods research is the kind of research wherein the researcher combines quantitative and qualitative techniques, in a single study or series of related studies during single or multiple phases within a pragmatic philosophical worldview (paradigm) and theoretical lenses that direct the plan for conducting the study. The current researcher employs a concurrent design within a mixed-method design in this study, which implies that both qualitative and quantitative data is collected. Through this model, the researcher gathers qualitative and quantitative data at the same time. Data is analysed separately, mixes the two databases by merging the results during interpretation. This approach is used to confirm, verify or corroborate findings. It is also used in one strategy with the abilities of another to solve a weakness.

1.7.2. Study Area

Giyani Local Municipality is situated in the Municipality of Mopani District in the province of Limpopo, South Africa. This municipality was created under the 1996 Constitution of the Republic of South Africa, Municipal Demarcation Act of 1998, and Section 12 notice issued in terms of Local Government: Municipal Structures Act of 1998 (Mashele 2015). The town of Giyani is located approximately 155km from Polokwane. Greater Giyani has 60 councillors and is divided into 30 wards. The 10 traditional authority areas comprise 91 villages, nevertheless, the current researcher concentrated only in ward 23, which consist of five (5) villages. The villages include Kheyi, Guwela, Mbendle, Mushiyani and Nsavulani. Giyani also has a diverse culture. The key language is Xitsonga, followed by Venda and Sotho. It has a population density of approximately 237 420 people (IDP, 2013/14).

Small-scale agriculture, such as maize, vegetables, tomatoes, beef, transport and retail production are economic activities which mostly take place in Greater Giyani Municipality. However, several factors are affecting negatively on the economic growth, such as geographical location distance to markets, shortage of skills, poor infrastructure, climatic conditions and diseases such as Human Immune Deficiency Virus and Malaria (Mawila, 2016). Most of the people around Giyani use buses and minibus taxes as a mode of transport to workplace and social activities. The

municipality has the potential to grow tourism and conservation because of established natural heritage sites throughout the district, mining, abandoned farming schemes, processing of natural products such as Mopani Worms and Marula Fruit.

1.7.3. Target Population

Steyn, Smith, du Toit and Strasheim (2013:16) define a population as "the total group of person or universal collection of items or elements to which the study relates". Gerrish and Lacey (2010:17) state that a "population is a full group of participants from which the researcher wants to generalise the findings of the study". The total group of people involved in this study is people residing in ward 23 under Greater Giyani Local Municipality and the municipal officials, including the municipal office-bearers in the Grater Giyani. However, the study's entire target population is 110 people, including 100 community members from the 5 villages in Ward 23 and 10 municipal officials. The villages include Kheyi, Guwela, Moshiyani, Mbendle, and Nsavulane.

1.7.4. Sampling Procedure and Size

A sample is considered by Levine, Stephan, Krehbiel and Berenson (2005) as part of the population chosen for analysis and the population as the totality of items under consideration. According to Fox and Bayat (2007:54), "sampling refers to the process by which elements are drawn from the population under study". Further, Creswell and Plano Clark (2007) point out that the sample is part of the population from which the researcher gathers information. In respect of this study, purposive (non-probability) and random (probability) sampling techniques is used to collect data. The researcher purposively uses his judgemental knowledge to select a group of people he thinks can provide the required information. The purposive sampling strategy is used when participants are selected based on prior knowledge and information that can be conferred to the researcher. Therefore, purposive sampling is used in this study, specifically for qualitative data to get the relevant information from 10 municipal officials, where the use of face-to-face interviews is conducted from ward councillor, municipal councillors and municipal officials from Greater Giyani Local Municipality who are directly involved in service delivery.

Probability sampling involves some form of random selection in choosing the elements (Creswell, 2003). This method of sampling requires a selection process in which each element of the population has the same and independent probability of being chosen. Random sampling implies that it is used to reach a high number of respondents, where the use of a questionnaire is randomly distributed to the segmented population. A random sampling strategy is used in this study, specifically for quantitative information, is to generalise the research's findings the entire population. This study randomly selected 100 participants from ward 23, those who are involved in streets committee leadership, 20 participants from each village. Gender equality is also considered in the study.

1.7.5. Data Collection Instruments

Data collection can be obtained through the usage of several techniques. In respect of this study, the current researcher uses primary data, which is data collected from participants and secondary data, which is data collected from journals, books, articles and legislative frameworks. Therefore, the researcher uses the following instruments to gather information for the completion of the study.

1.7.5.1. Questionnaires

The current researcher randomly distributed and administered 100 questionnaires, which include 20 per village in ward 23. A closed-ended questionnaire is distributed to the community members. The goal is to provide access to the role of leadership in the delivery of services within municipalities. The researcher ensured that the questionnaires are interpreted into two different languages for the people who cannot read English. The questionnaires ensure that the same questions are given to respondents.

1.7.5.2. Interviews

For this study, semi-structured interviews was conducted, in which the researcher uses purposive sampling to purposefully select the respondents who are assumed to be having relevant knowledge concerning the matter being investigated. Face to face interviews was conducted with 10 participants where the researcher set a meeting with them, which include administrative and political leadership in the Greater Giyani

Local Municipality. The interviews were queried to establish the validity and the significance of leadership and to find out the challenges faced by leadership on service delivery. As a data collection technique for this analysis, the researcher chose interviews because an interview helps participants to explore their interpretations of the environment in which they live and to convey from their point of view how they view situations.

1.7.5.3. Documentation Analysis

Documentation analysis is a set of documents that can get particular information for the study (Creswell, 2003). Academic books, research papers, articles and government-related documents are used as the secondary sources of information in this study. It is through these documents that perspectives in the role of leadership on service delivery is generated, to enable the researcher to understand the views of different scholars on the role of leadership in service provision and the techniques that can be used in South African municipalities to strengthen the role of leadership and improve service provision.

1.7.6. Data Analysis

Data analysis usually involves minimising the data obtained to manageable proportions and defining the data (Yin, 2009). Since the current study takes a mixed-method approach wherein two data analyses method are adopted, namely the qualitative data and quantitative analyses method. For quantitative data, the researcher uses descriptive statistics. This involved employing, graphs and pie charts, on the other hand, qualitative data is analysed with adherence to thematic system. The current researcher uses words and quotations to present the data. When thematic codes analyse data, it is called thematic analysis. Therefore, this study takes note of the themes and numerical that emanates in discussion with the respondents and uses such in the analysis of responses given. Further, the study analyses both the findings from qualitative and qualitative to find consistency and inconsistency within the findings.

1.8. VALIDITY AND RELIABILITY

In research, validity and reliability are important because the study will serve as a source of knowledge in the near future for public administration professionals, scholars, students and researchers. To determine the validity and reliability of the study, questionnaire and interview questions are piloted to ensure that they are in line with the data address in the study's research problem statement, purpose and objective. Therefore, the research instrument is designed in a way that it is transparent and relevant to the study. A pilot test is a process of pre-testing the research instruments such as questionnaire or interview schedule. Pilot testing ensures that the structure of a questionnaires and interview questions are relevant to the study, easily understandable and it does not offend people and to avoid the situation where the information would be bias and misleading.

1.9. ETHICAL CONSIDERATION

Ethics in research aims to ensure that no one suffers adverse consequences from the research activities (Creswell, 2003). In conducting this study, the researcher is guided by the following ethical values namely: ensuring permission is obtained, informed consent, ensuring no harm to the participant, anonymity and confidentiality.

1.9.1. Ensuring Permission is obtained

The researcher applied for ethical clearance from the Turfloop Research and Ethics Committee (TREC) before engaging in the actual research to validate the study. Further, approval is also requested from the municipal manager to conduct the research study in Greater Giyani Local Municipality, is granted in a form of a formal letter from the municipality.

1.9.2. Inform Consent

All participants in the proposed study are made aware about the purpose of the study prior to committing them to participate in the study. The duration that it will take to complete the study, all relevant activities and possible risks associated with their involvement is duly explained to them. Study's participants are given consent forms to sign and return to the researcher, as a formal mutual agreement.

1.9.3. Ensuring no harm to the Participant

Assurance is given to the participants that no harm would be caused to them by participating in this study. The possibility of the risk is checked prior the filling of questionnaires and interviews. The possible victimisation of participants is avoided by not mentioning their names in this study.

1.9.4. Anonymity and Confidentiality

The respondents/participants are assured of confidentiality and anonymity. Anonymity means throughout the research process the names of the research respondents/participants are kept strictly confidential so that they are not known to anyone other than the research team, namely the researcher and supervisor. All the participants/respondents are assured that their data would not be used for any other purpose expect for academic intentions.

1.10. SIGNIFICANCE OF THE STUDY

The study on the role of leadership on service delivery in the South African municipalities will assist stakeholders in multiple ways. For instance, examining the role of leadership in the provision of service in the Local Government sphere. In addition, the study may enable public officials and policy makers to understand the complexities and challenges they face in carrying out their mandate. The study would enable policy makers to build appropriate strategies that will be used to strengthen service quality in the municipalities of South Africa. The current study has the potential to also contribute to the awareness, leadership and practice of public administration as a field of study.

1.11. CONCLUSION

The first chapter contains an introduction and background to the study, a problem statement, the study's aim and objectives, and a definition of concepts. The tone of the study has been established by the introduction and background of the study. This chapter has been helpful to the researcher as a guide and roadmap to keep within the scope of the study during the research process. The next chapter is a presentation of the theoretical framework related to the study, which gives a broad overview of the concept of leadership.

CHAPTER TWO: THEORETICAL FRAMEWORK

2.1. INTRODUCTION

A well-planned and thorough review of the relevant literature is required for successful research (Willington, Bathmaker & Sikes, 2005). According to Cahoy (2016:1), the literature review is based on observation and derives knowledge from actual experiences rather than from theory and belief. A number of relevant books, journal articles, reports and official documents with particular focus on leadership and service delivery have been consulted in order to do this research. To achieve the above process, the researcher needs to base his or her study on a relevant theory. A good theory assists the researcher to relate theoretical knowledge of leadership in practice.

According to Abel (2006), a theoretical framework is a system that may hold or strengthen a research study's theory. Theoretical framework discusses and introduces the theory that explains why the research problem is being investigated. (Abel, 2006). The current research is based on leadership theories that have evolved dramatically over generations. The theories of leadership emerged from Thomas Carlyle's 1849 "Great Man" views, which held that leaders are extraordinary persons

born with intrinsic leadership skills and destined to lead (Bolden, Gosling, Marturano, & Dennison, 2002).

Scientific research entails a variety of activities with strong intellectual and conceptual components, such as reading, reasoning, reviewing data, and theorizing concepts. According to the present researcher, deductive thinking, creativity, and insight are essential in the study of public administration. Polite and Hungler (2002:39) explains that, "theory is the ultimate aim of science in that it transcends the specifics of a particular time, place and group of people and aims to identify regularities in the relationship among variables". This means that a theoretical framework creates a base for research so that findings can be justified. Hofstee (2006:30) concurs by stating that, "If you can't come up with a theory base that relates to whatever it is that you want to do, and then the chances that it will work at all are slim." Before relevant theoretical questions may be recognized in the literature, it is necessary to understand a theory and its values. A theory can be defined as a well-organized framework for a tested idea. A theory is made up of ideas that have been tested in a certain social circumstance and can therefore provide an interpretation for other similar situations. (Scott, 1980:41). Theories have a crucial role in the development and application of science. On this note, this study adopts a theory triangulation as highlighted in Chapter one, this is due to its espousal of multiple leadership theories to address a single research problem. Leadership theories explored in this study include, Servant, Transformational, Situational & System leadership theories. Nevertheless, The Servant Leadership theory is firstly used as the main theoretical point of departure, while the other three theories provide theoretical support, to enhance the study's argument.

The development of theories is based on the statement of knowledge that humanity has developed (Jonson, 2008), which is applicable in practice, where human activity is based on knowledge learned, partly from theory (Reckwitz, 2003), and in the theoretical space, where researchers validate or refute old knowledge and build new knowledge in the form of theories (Venable, 2007). A clear and concise description of the idea is a component of scientific knowledge validation effort. In any investigation, neglecting theories may lead to unguided conclusions or a lack of scientific grounding. The researcher is concerned with the role of leadership on service delivery in the study's theorisation of leadership role. In order to develop the

practice of leadership in service delivery, the study considers a variety of theoretical perspectives. The researcher's ambitions is to probe and understand the phenomenon of leadership on the delivery of service including the challenges citizens encounter because of poor and ineffective leadership in municipal service delivery. Leadership theories are critical to the success of any organization. As a result, with effective leadership, we can forecast the organization's future. Many of the ideas aid in defining the qualities and characteristics of a good leader. In a practical setting, for example, in municipalities, leaders must connect their leadership style and methods with the municipality's objectives in order to flourish in the leadership arena and provide good service to citizens. The section focuses on the Greater Giyani Local Municipality and presents a framework for addressing leadership and service delivery at the local government level. The current study uses Servant Leadership theory as a central theme, with Transformational theory, Situational theory and System theory of leadership as theoretical support.

2.2. THE NOTION OF THEORY

The concept "theory" is a widely used term that can be applied to any discipline, including management studies. According to Kaplan (1964), a theory makes sense of a distributing situation, as quoted on the website. Another definition of a theory is "knowledge," which refers to a collection of interconnected propositions, statements, and concepts that have been empirically verified. Theories play a vital role in the research process and can self-correct. Theories can be used to see and explain any item in a domain that would otherwise be invisible or unclear. Theories frequently attempts to address the question, "Why?" For instance, why are certain people leaders while others are not? As a result, one feature of a theory is that it can be utilized to explain something. Stodgill's provided one of his leadership theories named as Traits and Talents Theory which claims that leadership is founded on being born with inherited traits and skills. The hypothesis offers a partial answer to the question of why so few people become leaders because of innate features and abilities. In order to answer the why question, the researcher now needs to know more. It is fascinating to learn about the mechanism for measuring personality traits and how to measure the person who possesses them. Nonetheless, the link between hereditary features and leadership provides a solution to a problem that would

otherwise be a conundrum and is beyond the grasp of common sense, both of which are desirable qualities in a good theory (Sweeney & Sterman, 2000)

A theory is used to generate ideas and it is more logical and reliable than common sense. Because a theory does not contradict itself, whereas common sense can, researchers in their research rely on reliable hypotheses rather than common sense. Theories aid in the creation of predictions in quantitative research, which the researcher can then test. Individual shreds of evidence are viewed as a meaningful context in a broad sense. Theories can be applied to various situations, and researchers can conduct numerous studies based on a single theory. Theories considered to be proven scientifically, and it can assist to formulate predictions as well as systematic testing of those predictions. Theories encourage debate, alternative, and better explanations (Bernath & Vidal (2007).

2.3. THE ROLE OF THEORY IN SOCIAL SCIENCE

Social science research is concerned with people's qualitative perceptions on specific themes. Theorisation is a paradigm or organized method to thinking that drives the results of the study. Generally, scientific procedures follow a cycle in which people examine natural events, discover regularities, and then derive causal explanations regarding those regularities. Theories are also used to produce hypotheses and experimentally test them, allowing theories to be proven or disproven (Jonson, 2008). A theory is amended or substituted as a result of this process, and the scientific process progresses toward more precise and detailed natural or social sciences theories.

Theories can explain what is previously known, predict the outcome in unforeseen situations, and generate innovative situations. According to Beneath and Vidal (2008:129), a theory comprises a systematic ordering of ideas concerning facts in fields of investigation and is often classified into two sorts. One is concerned with assisting people in understanding a specific response or action in both natural and social contexts. Second, theory aids scientists in describing and forecasting natural and social phenomena (Nkuna, 2014). In this case, theory plays a pivotal part in explaining leadership practice in the South African Local Government. Theorising leadership practice could lead to a state where service delivery programs are

implemented based on the theory that has been shown to support proactive and creative local municipalities, which would assist the communities

According to Silverman (2003), the goal of social science study is to develop a better knowledge of social phenomena. As important as research methodologies are to any research project, theory aids in the discovery of the study's theoretical perspectives. According to a wide spectrum of theoretical workers, the role and worth of a theory is most closely tied to methodological paradigms that explain occurrences in society (Nkuna, 2014). The theoretical stand of this investigation is based on a triangulation of various leadership theories, with Servant Leadership theory as theoretical point of departure, backed by Transformational Leadership theory, Situational Leadership theory and System theory of leadership. These theories are used to comprehend the extent to which leadership may be employed as a successive strategy to improve service delivery in the South African local government.

2.4. DESCRIPTION OF THE CONCEPT OF LEADERSHIP

For ages, much is being written about leadership, and several theories and various models have been established to conceptualize leadership as a trait or a skill. While the core issue or point of theoretical departure of this study is the Servant Leadership Theory model, a brief overview of leadership, specifically in the public sector, is presented to contextualize servant leadership. The term "Leadership" refers to the capability to "influence processes involving determination of the groups or organisation's objectives, motivating task behaviour in pursuit of these objectives, and influencing group maintenance and culture" (Yukl, 2006). According to Oldham & Cummings (1996), Scott and Bruce (1994), employees in the public sector value leadership as an important part of their working environment. Directive leadership, transformative and transactional leadership, charismatic and servant leadership, and empowering as well as integrated leadership are some of the primary qualities of effective public sector leaders (Park, 2010). Seven leadership theories that reveal the most overlap in terms of servant leadership, namely, transformational leadership, authentic leadership, ethical leadership, Level 5 leadership, empowering leadership, spiritual leadership, and self-sacrificing leadership (Van Dierendonck, 2012).

According to Mcshane and Von Glinew (2008: 216 - 219), leadership entails persuading, encouraging, and empowering people to contribute to an organization's

effectiveness and success. Drawing from this, is clear that leaders are the pillars of service delivery in municipalities. To ensure that followers are motivated to attain institutional goals, leaders utilize many forms of influence, ranging from subtle persuasion to direct application of authority (Mcshane & Von Glinew, 2008). According to McCuddy (2008), a leader is a person who may be described as transformational, transactional, charismatic, inspirational, innovative, and sensitive, and leadership is individualised, meaning it is the responsibility of one person to influence others. Peretomode (2012) defines leadership as a social dynamic in which one person can enlist the help and support of others in a project that aims to fulfil a specific goal. This means that leaders gather individuals to help and support them in achieving a specific goal or mission. In this case, the leader does not terrify individuals into taking action, but rather encourages them to complete a task (Marsiglia, 2008). The municipalities depend on their leaders to deliver effective service to their communities.

Some leadership practitioners describe leadership as a practice of organising a group of individuals to achieve a collective goal (Frances, 2013). In regards to this point, a leader in the municipalities should be able to assemble to attain the municipal objectives. The issue of municipal objectives is crucial because people must gather around them in order to achieve them. This necessitates a shared aim among individuals under a specified leadership, and the person in charge of organizing people should share that specific purpose. Denhardt and Denhardt (2006: 8) argue that change, leading people in new directions, realizing a new vision, or doing things differently or better are all part of the leadership process. According to Huxham and Vangen (2010), leadership refers to a formal leader who has the ability to influence or transform members of an organization in order to achieve certain goals. It is clear that leaders in the Greater Giyani Local Municipality should bring change and move to the direction that will favour communities in terms of effective service delivery. The teamwork between the leaders and the people being led in the municipalities is very crucial. Both parties in the Greater Giyani Local Municipality must consider working together towards achieving the common goal, which in this context is effective service delivery Ingraham (2009:364) takes a similar perspective, stating that a leader can try to form group bonds with followers. Recognizing the leadership style, which within the context of this study includes Servant Leadership

theory, Transformational Leadership theory, Situational Leadership theory, and System Leadership theory in the context of this study.

The leaders in government institutions such as Greater Giyani Local Municipality should learn to adopt or develop numerous leadership methods and use them when a circumstance demands such usage. George (2015) stated that the complex and dynamics operations in the government institution require flexibility in different situations. Effective leadership involves personnel development, higher satisfaction, direction, vision, innovation, and creativity (Ingraham, 2009). Leaders in the Greater Giyani Local Municipality are expected to foster a sense of belonging in the community in order to boost municipal performance and achieve the municipality goals.

2.5. THEORIES RELATED TO THE STUDY

The purpose of this study is to look into the role of leadership in delivering service and challenges citizen's encounter because of inefficient and ineffective leadership on the provision of service in the South African municipalities. Leadership theories have a critical influence in the development of an organization. As a result, with effective leadership, it is possible to forecast the organization's future. Many of the theories contribute to the definition of the characteristics and attributes of a good leader. In the actual world, for example, in municipalities, leaders must connect their leadership style and methods to the municipal objectives in order to flourish in a leadership arena and provide good service to citizens. Leadership theories are commonly viewed as visionaries and change agents (Burn, 1978). Change is required in South African municipalities to ensure greater community service delivery.

This study's theoretical foundations are drawn from various leadership theories articulated by various scholars and writers. Many studies have been conducted in an attempt to identify the key variables that contribute to good leadership. According to Hodgetts (1993:278), if leaders possess exceptional qualities that distinguish them from followers, identifying these attributes should be quite simple. The current study is grounded on Servant, Transformation, Situational and System theory of leadership. Be that as it may, the Servant Leadership is the central theme or main

theoretical point of departure, as emphasized in the introductory chapter of this study.

2.5.1. Servant Leadership Theory

Most of the policy makers and administrators want to provide service to the local communities, however, the "how to do it" part as a servant leader becomes a problem for them. Effective service delivery in municipalities, such as Greater Giyani Municipality, is dependent on the type of leadership that the manager demonstrates in their area of responsibility. Both policy makers and administrators need to apply Servant Leadership theory to enhance actual delivery of services in the Greater Giyani Municipality. According to Chinomona (2013), many people want to be seen as servant leaders, but the requirements for an individual to be considered a servant leader makes it impossible for all leaders to be servant leaders. Personal integrity and service to others, including communities, are key to Servant leadership. Such leaders put their own interests aside for the benefit of their people. Due to its emphasis on providing services to people, the Servant Leadership theory is most applicable to public institutions such as municipalities Organizations that emphasize need fulfilment (such as local government) may choose servant leadership as their preferred leadership style for managers (Van Dierendonck, Daan, Boersma, de Windt, & Alkema, 2014). According to Northouse (2009), servant leadership is a style of leadership with significant self-sacrificing and ethical undertones that requires leaders to be aware of and empathize with their followers' needs. Leaders should look after their followers by ensuring that they become better, smarter, freer, happier, healthier and more self-reliant so that they might become servant leaders themselves (Northouse, 2009).

According to Greenleaf (1998:47), Servant theory of leadership is "a multidimensional leadership theory that starts with a desire to serve, followed by intent to lead and develop others, to ultimately achieve a higher purpose objective to the benefit of individuals, organisation and society". The key emphasis in Servant Leadership theory is on what effective leader is within their value, belief, motives, assumptions, traits and skills rather than on how they act (Frick, 1998). Servant leadership guarantees that other high priority needs are being served, the willingness, obligation or desire to serve the interests of other citizens (Greenleaf,

1998). For instance, Nelson Mandela spent 27 years behind bars because he felt South African people were entitled to democracy. Good leaders represent others, and they become leaders of servitude. This clearly indicate that policy makers and administrators in the Greater Giyani Local Municipality should focus more on the needs of their citizens.

The competent leader knows the significance of the supporters in the leadership equation (Kjaer, 2013). In servant leadership, the ability to listen is critical (Spears & Lawrence, 2005). Municipal leaders in the Greater Giyani Local Municipality should work to discover and clarify the community's will. The most effective servant-leaders are those who have developed into skilled and attentive listeners (Spears & Lawrence, 2005). These abilities have a positive impact on the leader and followers trust. According to Rubin, Bommer, and Bachrach (2010), communities that view their leaders to care about their well-being and values are more likely to have strong levels of affective trust.

The servant-leader is good at bringing people together (Spears & Lawrence, 2005). This provides for better community expectations management and reduces the danger of a relationship breakup. The servant-leader possesses conceptual skills that allow him or her to see beyond day-to-day circumstances and perceive the larger picture (Spears & Lawrence, 2005). Furthermore, Cheema and Popovski (2010) state that leaders who have a vision for the future and the ability to take decisive action to bring about change through persuasion and coalition building have a higher level of trust in their communities. Policymakers and administrators in the Greater Giyani Local Municipality should have foresight, a trait that allows them to forecast the future and improve service delivery by drawing on lessons learned in the past as well as current circumstances.

Local government leadership is a technique that combines collaboration and community, personal engagement in decision-making, ethics, caring behaviour to encourage community development, increase the institution's quality, and care (Spears & Lawrence, 2005). Leadership in municipalities is an essential aspect of the work environment and the wellbeing of the community (Gaines, 2012). In resource-strapped municipalities like Greater Giyani Local Municipality, delivering public goods requires collaborative leadership from those in positions of power and

the beneficiaries. Servant leadership fosters a culture of shared leadership and accountability (Gaines, 2012). Gaines (2012) also emphasizes the need of collective leadership, arguing that, "a culturally superior leadership process" includes "direction, alignment, and commitment to results". Political and administrative leaders in Greater Giyani Local Municipality should focus on communal goals, collective effort, utilization of joint knowledge, and compromise of self-interest and beliefs in order to deliver effective service to the communities.

Leaders who are servant should be promoted in local government because they are appear to be significantly motivated by the promise of bettering the lives of their constituents. This is especially true in the context of local leadership, when the leaders and the people are in close proximity. Supporting this view is Van Dierendonck et al. (2014), who argues that in terms of psychological or social distance, followers who are psychologically (or socially) more proximate to the leaders are more likely to build rapport and have a higher-quality relationship with the leader (van Dierendonck, Daan, Boersma, de Windt, & Alkema, 2014). Engaging the community can assist in sharing responsibility for the betterment of their life. The servant-leader builds community. According to Spears and Lawrence (2005), a leader perceives that much has been lost in recent human history as a result of the shift from small communities to massive institutions as the principal shapers of human life. This knowledge prompts the servant-leader to seek out ways to foster community among individuals who work within a certain institution (Spears & Lawrence, 2005).

In South Africa's public service, the Servant Leadership idea is the most closely aligned with the public service model and the concepts of Batho Pele (People First). Servant leadership is vital in South Africa's difficult public goods delivery environment because it inspires policymakers and administrators to act ethically, honour promises to communities, and demonstrate conceptual skills such as balancing daily labour with long-term goals (Hunter, Neubert, Perry, Witt, Penney, & Weinberger, 2013). The servant-leader principle, when applied in Greater Giyani Local Municipality, can help establish trust, minimize self-focus, and redefine public service into genuine service via attitude and action. Leaders who focus on delivering are more likely to be trusted by their community and hence more likely to be supported. The said style of leadership is sorely needed in local municipalities.

Gaines (2012) further argues that for municipal leaders to be influential, they should possess some significant characteristics of servant, transformational and situational leadership.

2.5.2. Transformational Leadership Theory

The Local government political and administrative leaders should not be resistant to change; instead, they should be adaptable in terms of transforming and learning new methods of doing things. This enables them to provide excellent service to citizens. The philosophy of transformational leadership is generally seen as intellectuals and catalysts of change (Burns, 1978). Transformational leadership is described as a leader who pays close attention to his followers' problems and development needs, empowering them to achieve their objectives (Robbins, 2013). This leadership theory stresses the leader's ability to inspire followers (Bono, 2004). The leader helps his or her followers to complete tasks (Conger, 1999). Judge and Piccolo (2004) attest that transformational leader encourages followers to achieve their maximum capabilities over time, encourage perception changes, and offers a sense of direction (Howell & Avolio, 1993). The transformational theory produces more energy, more effective and followers are more satisfied (Odom & Green, 2003). Transformation is what is needed in the municipalities. This leadership style can assist political and administrative leadership in Greater Giyani Local Municipality.

The focus of transformational leadership is on a shared mission as well as collaborative growth and development (Feinberg, 2005: 66). Transformational leaders inspire followers to work outside their own interests by standing for a common and shared benefit (Bono, 2004). In municipalities, the implementation of Transformational Leadership theory can help ensure that the community's needs and wants are prioritized. The Greater Giyani Local Municipality must undergo transformation in order to provide better service to the communities. The key point of the Transformational Leadership theory is that when leaders succeed in pushing their organization in a new direction and producing dramatically improved outcomes and results, those leaders are considered transformative (Kahn & Naidoo, 2011). Collective intent, collective growth, and development are the subject of this theory (Feinberg, Burke & Ostroff, 2005). This theory is critical for understanding the significance of effective leadership. According to Kahn and Naidoo (2011), only this

type of theory can move groups, organisation and even societies towards the pursuit of high collective purpose, mutual growth and development. Municipalities have a duty to guarantee that fundamental services are given to individuals in their constituencies in according to the 1996 South African's Constitution. This can only be delivered through effective leadership in the municipalities. Based on the discussion, it is obvious that the absence of transformational leadership in Greater Giyani Local Municipality may lead to challenges and negative experience in the provision of service.

In this context, leadership determines whether municipalities succeed or fails, so leaders are responsible for work implementation failure. Performance in running an organisation, on the other hand, is defined by someone's ability to persuade others to move or run the vision, as well as the teamwork or good cooperation between leaders and subordinates. According to Naile and Selesho (2014), leadership has a strong connection with motivation. Their leadership style highly influences a leader's ability to motivate others to achieve the set goals. According to the existing literatures, leadership is the task of influencing followers in order to achieve organisational objectives. Since the needs of each organisation and department vary, each leader has a unique approach to leading the group.

This theory brings up important points that can help define the role of leadership in service delivery. Primarily, a leader needs to be able to set the standard and work toward a shared goal of growth and development. (Blanchard, Zigarmi & Halsey, 2013). Other important principles include people's satisfaction with leadership, a clear sense of pride when they engage in joint projects with a leader, and a sense of achievement. Second, leaders who believe in transformation can identify and place the right people in the right positions (Bell, 2006:182). This idea is crucial in determining whether Giyani Local Municipality leaders would act in this manner in respect to the people, they represent. A transformational leader is constructive, creative, and imaginative (Crainer, 1998:41).

2.5.3. Situational Leadership Theory

Good leaders are always alert and aware of the factors that influence them in their sphere of operation. Policymakers and administrators must be aware of the aspects that determine the effectiveness of their leadership style in delivering services. The

Situational theory of leadership was first proposed during the 1950's (Peretomode, 2015). The Situational Leadership theory was established to provide the importance of contingency on the abilities of leaders to modify their leadership behaviour and uplift the followers' level of maturity (Peretomode, 2015). This theory proposed a premise stating that a leader must be the correct leader for the occasion. The Situational Leadership theory also supports Stogdill's contention that leaders in one context may not be leaders in another (Northouse, 2009).

Situational theory of leadership emphasize the significance of context in determining the appropriate leadership strategy in any given situation. Municipal political and administrative leaders in the Greater Giyani should be flexible in their decision-making and leadership selection based on each unique situation. Bolden agrees, stating that most experts today find that no single leadership style is appropriate for every leader in all circumstances (Bolden, 2004).

Directive behaviour and supportive behaviour play a significant role in leaders and people that they lead. It is necessary to this specific theory of leadership and can contribute effectively to how Giyani's Councillors guide the community (Blanchard, Zigarmi & Halsey, 2013:07). The Situational Leadership theory varies according to circumstances, the leader's maturity and the leader's knowledge and skills. It is clear that the communities under Greater Giyani Local Municipality can benefit on service delivery if the political and administrative leaders can easily adjust to changing situations. This, however, is contingent on the competence of those being led and their ability to follow the leader's instructions. This form of leadership theory enables leaders to be adaptable and align their leadership style to the expertise and abilities of the people they lead. Most people believe that versatile leaders make good leaders because they can adjust to any situation and act decisively when necessary (Team FME, 2015:25).

The Situational Leadership theory of leadership focuses on leadership in situations. Situation require different kinds of leadership (Cherry, 2013). As such, political and administrative leaders in Grater Giyani Local Municipality should be able to adjust to the community demands. Leadership in municipalities should determine the service that is needed in the communities. Bell (2006) attest that a leader should be able to assess the situation and ensure that the services are provided without failure.

Municipal service delivery in the Greater Giyani can be enhance in this manner. According to Situational Leadership Theory, an excellent leader analyses the circumstance, draws conclusions, and then employs a leadership style that is best appropriate for the current scenario (Cherry, 2003). Situations have long been regarded as significant in shaping a person's leadership potential. This particular leadership theory is necessary and can make an effective contribution to how political and administrative leaders lead the community in the Greater Giyani Local Municipalities. When leaders have the ability to adapt to the situation as quickly as possible, everyone benefits. This is, however based on the maturity of those that are being led and their willingness to listen to the leader (Blanchard, Zigarmi & Halsey, 2013).

2.5.4. System Leadership Theory

This theory was developed with the aid of a number of academics. According to Smith (2006), all actions are interconnected, and a system can be conceived of as an organized collection of elements that are linked and oriented toward a common objective. As a result, a system is an interconnected group of elements that work together as a whole to achieve a common goal: to maintain balance since the activities of one part influence the actions of the others, resulting in an imbalance (Smit, 20016: 46). As a result, in the current Local Government, the administrative and political leadership are in charge of service delivery. The introduction of service delivery is a critical move that must be more practical and hands-on in order to be effective. Leadership in municipalities should provide equal service to citizens; if a system is used to provide service, the system should not favour certain individuals. They should be an interconnection between the political, administrative leader and the citizens under Greater Giyani Local Municipality to be able to work as a team to achieve a common goal. The balance should be maintained in the municipalities because, for instance, the action of the political leader affects the action of the administrators and this will result in poor service delivery to the citizens. The system theory was used to determine how the relationship between the leaders in service delivery has improved the quality of service rendered by the municipality in their area of jurisdiction. The theory maintains that as a system, administrative and political leadership are supposed to work together.

2.6. DIFFERENT TYPES OF LEADERSHIP STYLES

Human interactions, such as the capacity to influence people, are important aspects of leadership. Leaders can use personal characteristics and styles in order to influence others.

2.6.1. Personality Leadership Style

Meyer and Salovey (1997:11) define personality as a term that is commonly used in ordinary conversation and refers to a person's general behaviour pattern or natural being. When someone is assigned a leadership responsibility, his or her personality plays a big part. It is obvious that the Greater Giyani Local Municipality's leadership should have a positive personality, as this would aid in the delivery of successful services. The regulations are more likely to be followed by someone having a pleasant personality. As a result, even if they are given leadership responsibilities and act as if they are not in leadership, people respond differently in different situations and have specific tendencies. Bernstein, Roy, Srull, and Wickens (1991:535) thought that personality is an enduring pattern of psychological and behavioural qualities that can be used to compare persons. Each individual's pattern is unique.

2.6.2. Charismatic Leadership Style

According to Kippenberger (2002:20), charismatic leader is someone who has a strong vision, a lot of self-confidence, a strong belief that they are correct, and a forceful attitude. In both the public and private sectors, charismatic leadership is one of the most essential types or approaches to leadership. This type of leadership style can assist leaders in Greater Giyani Local Municipality to get out of difficult situations or difficulties. Charismatic leadership is perceived as a leadership style that looks to be appealing to the people since the leader is well liked by them. Nevertheless, this does not guarantee that the person in a leadership position would perform successfully.

2.6.3. Autocratic Leadership Style

The autocratic leadership style is one that is self-serving and liberal in nature due to a lack of participation from others (Mondy & Premeaux, 1993: 295). Lanaj, Johnson,

and Lee (2015:01) describe autocratic leadership as a style of leadership that suppresses other people's creativity, including their excellent and bright ideas, to assist leadership in improving services. Cuba and North Korea are two countries that function under autocratic leadership. Some scholars, such as Hoffman and Whitehead (2016:06), did not believe that the late Cuban President's autocratic leadership would be able to support the country's economy. It was, however, sustainable, and Cuba served as an example to many countries on the African continent and beyond. The autocratic leader demands and assumes obedience from his or her followers without involving them in consultative processes. Based on the literature presented above, it is evident that this leadership style will never be successful in local government. Political and administrative leaders who use the aforementioned leadership style do not always succeed in uniting and collaborating with their subordinates. Employees are demotivated to perform effective service delivery in municipalities when these types of leaders are in charge. This challenge does not exclude any leaders in the Greater Giyani Local Municipality.

2.6.4. Laissez-fare Leadership Style

Because of the lack of limited leadership involvement and the allowance of the constituency to lead themselves in many crucial and critical decisions that must be made, this type of leadership style is generally viewed as a negative leadership style (Chaudhry & Javed, 2007). Leaders do little, which has a detrimental effect on the outcome or end effects of various critical activities. The consequence of doing nothing ultimately hurts leadership because when failures or bad things happen, people will blame the leaders, not the constituency, for failing to provide successful leadership, regardless of the leadership style used or applied. (Chaudhry & Javed, 2012:259). According to the information presented above, this type of leadership cannot work in the municipalities. Political and administrative leaders together with the communities should work together to deliver effective service.

2.6.5. Democratic Leadership Style

According to Choi (2007:246), a democratic leader is one who shares decision-making with other members and, in most cases, is correlated with higher morale. Increased follower efficiency, happiness, participation, and engagement are also linked to this type of leadership. Ward councillors who are more likely to use this

leadership style have a better chance of re-election because community members feel in control of their own growth. In contrast to an autocratic leader, a democratic leader consults with the people. Through this type of leadership, the political and administrative leadership in Greater Giyani Municipality can meet the needs of the communities. Leadership in local municipalities should consult to the community before implementing nay service. Because of a lack of consultation, municipalities may supply services that the community does not require. The municipality, for example, can offer road infrastructure to a village that desperately needs water and sanitation. The Greater Giyani Local Municipality would benefit from this style of leadership.

2.6.6. Free Rein Leadership Style.

The free rein leader exerts very little influence over his followers, allowing them to exercise a great deal of autonomy. These are used on followers who have shown responsibility and are extremely motivated in the performance of their duties (Rahman, 2015). A leader who has complete control over the group allows the group to lead itself. The leader of the free rein avoids power. He primarily relies on the community to set its own goals and solve its own problems. Members of the group function independently and are responsible for their own motivation. Communities would benefit from this style of leadership. The community will be able to speak up about the problems they are having with service delivery. This form of leadership style can benefit the Greater Giyani Local Municipality. There are people whose voices are not being heard by the municipalities due to a lack of this type of leadership style, and this has a detrimental influence on service delivery.

The dynamics of the circumstance have an effect on all leadership styles. A leader's behaviour is referred to as his or her leadership style. Leadership style is a term used to define the leader's behavioural pattern as it reflects his function as a leader. The ideology, personality, experience, and value system of a leader influence their leadership style. It also depends on the type of supporters you have and the culture of your organization.

2.7. CONCLUSION

This chapter outlined the concept of leadership, different theories related to leadership and different types of leadership style. It reviewed different authors and unpacked the different arguments presented. The review emphasised that there is a lack of effective leadership based on leadership theories. There is a lack in following procedures, mostly by the leadership of political parties. Different authors state that leaders who embrace the leadership attributes are likely to be good leaders. It has been proven true as per the reviewed studies from deferent scholars with regard to leadership. The following chapter discusses the nature and the role of leadership traits on service delivery.

CHAPTER THREE: THE NATURE AND ROLE OF LEADERSHIP TRAITS ON SERVICE DELIVERY

3.1. INTRODUCTION

The purpose of this chapter is to review the literature on leadership and service delivery in South African municipalities. The goal of this review is to gain a better understanding of the nature and role of leadership in municipalities. This assists the researcher in understanding challenges that hinder leaders from delivering quality services in the municipality; Greater Giyani Local Municipality is not excluded as the point of focus in the current study. Further, it also assists the current researcher to probe some of the factors that influence the nature and the role of municipal leaders

on service delivery within the local government context. For the policy makers and administrators to execute their service delivery appropriately, they need to understand the concept leadership and its implication to service delivery, understand the structure and its objective in the context of South Africa

To complete the process outlined above, the municipality leaders also need to understand the importance of the local government sphere, their role in service delivery and the interpretation of good governance. These aspects and factors need to be based on the legal framework that govern the South African Local Government sector. The considerate and understanding of statutory framework can also enhance a harmonious relationship between political and administrative operations within municipalities. Good relationship amongst the policy makers and the administrators can always enhance effective service delivery in the local sphere of government as such Grater Giyani.

The research responds to the objectives of the study in the next section through survey of related literature, which include outlining the nature of leadership suited for service delivery, the role played by the leadership in the provision of service and also indicating the difficulties that are faced by the leadership in the delivery of such services. This chapter deals with the nature and the role of leadership and its implications on service delivery.

3.2. LEADERSHIP AND ITS IMPLICATIONS TO SERVICE DELIVERY IN THE MUNICIPALITIES

Many academics have researched about leadership over the last century and defined it in a variety of ways. Although each concept emphasises different aspects of leadership, Influence, strength, vision, and the relationship between leaders and followers are some of the key characteristics that define leadership. Despite the widespread recognition of the topic, Peretomode (2015) defines leadership as a continuous, flexible, and complicated approach and argue that a universally agreed definition has still to emerge.

Since leadership is a living philosophy with many aspects, it is often changing in response to communities' growth, environments, and needs. Winston and Patterson (2010: 55) define a leadership as "one or more people who select, influence, and focus one or more followers with diverse abilities and skills on the organisation's mission and objectives, causing the followers to willingly and enthusiastically expend spiritual, emotional, and physical energy in a concerted coordinated effort to achieve the organizational goals". Leaders in the municipalities should be responsible for the development of their communities, providing them with the service they need.

There should be a collaboration between municipal leadership and community members to structure or restructure circumstances, as well as members' views and expectations, to provide effective service. Municipalities operate effectively when leaders influence and motivation others to work on a common goal. According to Bass (2000) every member of a group may be a leader in any way but fail in the delivery of service. Bass acknowledges some crucial components of leadership application, particularly in modern democracies, such as follower views and expectations, as well as the need of context in leadership.

Collins English Dictionary (2013:19), describe leadership as "the leader of a party or a group". It does, however, explain that leadership may be someone who has been given power or control above others. Leaders can exercise strong authority and provide good services to their communities. Municipalities will not be able to provide effective service unless they have strong leadership. Reh (2016:05), on the other hand, describes leadership as "the timeless activity of guiding others toward a common goal or purpose, and leaders' work differs from era to era and situation to situation". What distinguishes leaders from the rest of people is that they have a strong vision of what they intend to accomplish and specific objectives and timeframes for completing tasks (Reh, 2016).

The leadership challenge, according to Kouzes and Posner (2002:23), is about leaders' practices for "converting ideals into deeds, dreams into facts, challenges into inventions, separation into unity, and threats into rewards". Vision, direction, and movement are all aspects of leadership. Municipal leaders frequently promise the communities that they will provide a specific service, only to fail to do so. Municipal leaders who are successful provide their communities with goals to strive for and

collaborate with them to achieve those goals (Patterson, 2014). Leaders should motivate their followers to work together to deliver effective service. They should emphasise the importance of leaders and followers working together to achieve shared goals.

Yukl (2006) provides the most relevant definition of leadership in the sense of appointed administrative and elected political leadership investigated in this study, defining leadership as the process of reaching consensus on a specified purpose. A leader is someone who guides an institution toward becoming more unified and cohesive. As a result, political leadership is viewed as a role model for all people in society, across all sectors, ages, and generations. Persuading people to understand and agree on what has to be done and how it should be done, as well as facilitating individual and collaborative efforts to reach common goals, is what leadership is all about. This leadership is the one used in this study because it recognizes the need of both leaders and communities working together to achieve a common goal. This viewpoint recognizes the power of communities, which for the sake of this study are defined as the general public. For the municipalities to achieve its objective, the general public and municipal leadership should work together. It is clear from the discussion that the concept of leadership can only be realized and understood if the characteristics and skills involved in the process are thoroughly explored.

3.3. LEADERSHIP CHARACTERISTICS AND SKILLS ON SERVICE DELIVERY

According to Spears (2010:26-29), people who are servant-leaders should be given the leadership position, which starts with a natural desire to help others. Some of the unique and significant leadership characteristics are attention, compassion, understanding, persuasive, creativity, anticipation, guardianship, dedication to people's development, and community building (Spears, 2010). In order to have a successful service delivery, these leadership qualities should be embraced and complimented. To fulfil the mandate provided to them by communities, councillors should possess a variety of leadership qualities, including listening to and engaging the local community and developing vision and direction. Leadership should communicate with all members of their groups. People in the community want to know that the people they chose are fighting for them. Any action taken or not taken by the leadership should always be held accountable to the public. Both public

resources should be used efficiently and effectively at all times, with no favours or delays. Leaders' engagement and success should not be general but must be able to meet the community's needs at all times.

According to Bennis, Sample, and Asghar (2016), not every great individual is also a terrific leader. They also claim that intelligence, popularity, and chance are insufficient in the absence of talent, abilities, or merit. Further, the sum of all of these characteristics is insufficient. What is more critical   is to have the ability to bounce back from setbacks. Great leaders have the potential to resolve or process failure. A number of personal leadership qualities influence the success of a leader. Personality traits, motives, values, cognitive ability, social and problem-solving skills, and others are among the human characteristics and qualities that contribute to leadership success (Zaccaro, 2009). Mihelic, Lipicnik, and Tekavcic (2010:32) define ethics as "moral requirements and behaviours that suggest there are acceptable and unacceptable ways of behaving". Leadership refers to the relationships that exist between a leader and his followers in a situational and organisational context. Leaders should be people who subscribe to the expected morals and ethics in their respective communities. To understand the above characteristics and processes, leaders need to relate the concept into practice. These need to be understood within the existing organisational structure and culture of the organisation.

To begin with, leadership is critical in ensuring that the government's commitments to society are converted into concrete programs (Roy & Langford, 2008). As a result, Government initiatives that cut across all levels or areas of government require strong leadership (Denhard & Denhard, 2000). The many levels or sectors of government serve as a vital pipeline through which the entire state apparatus attempts to provide services to potential recipients (Roy & Langford, 2008). Leaders are required to respond to service delivery issues, considering the points posed above. They should be aware of the needs of the people and be able to react appropriately to those needs. Governments should ensure that programs reflect the needs and expectations of the people, rather than relying solely on the private sector to respond to their clients' needs and aspirations. Alternatively, Service delivery methods, on the other hand, are required to be aligned with people's needs, particularly the poorest. This should be implemented in order to address the

challenges that South African inhabitants, particularly those in Greater Giyani Local Municipality, confront, such as a lack of fundamental services.

Primarily, Leadership is critical in ensuring that the government's commitments to society are turned into actionable plans. (Denhard & Denhard, 2000). As a result, leadership is critical in executing government programs that span all levels of the sphere of government (Roy & Langford, 2008). Leaders are expected to respond to problems in service delivery. Leaders are expected to consult people to find out what their needs are (Martin, 2014). They must be aware of the needs of the people and be able to respond appropriately to those needs. Communities should be given opportunity to express their needs, since if they are not participating, the government may provide services that are not urgently required by the people (Ikejiaku, 2011). In certain places under Greater Giyani Local Municipality, People required essential amenities like water, while the government focused on road improvements, which were necessary but not vital to the people (Mashele, 2010). When it comes to providing services to communities, efficiency, efficacy, and equity are vital in delivering services, and leaders should make sure that this is taken into consideration. (Cronshaw, 2002).

3.4. THE OUTLINE OF THE SOUTH AFRICAN LOCAL GOVERNMENT STRUCTURE

South Africa has a complex system of public institutions that function to deliver public goods and services in order to keep the country functioning and to promote the general welfare of its people. A municipal council is composed of elected councillors (political structures), while an administration is composed of officials appointed by a local council. The local government sphere is made up of the people who live in the municipality, which includes residents, groups, community-based organizations, and businesses (section 2(b) of the Municipal Systems Act) (RSA, 2000:12). Section 155 of the Constitution establishes three types of municipalities. Municipalities in Category **A** have exclusive municipal executive and legislative authority in their territories and are referred to as metropolitan municipalities. Category **C** municipalities, sometimes known as district municipalities, have municipal executive and legislative responsibility over an area that includes more than one municipality. Category **B** municipalities, commonly known as local municipalities, share municipal

executive and legislative authority with a Category **C** municipality within whose boundaries they fall (RSA, 1996:75).

The Constitution of the Republic of South Africa, Act 108 of 1996, and section 40(1) identifies local government as one of the three spheres of government. The three domains of government coexist in a unitary South Africa, despite their autonomy, which means they must work together to make decisions and manage budgets, plans, and activities (RSA, 1996:21). Government at the local level is closest to the citizenry, and it strives to make government more accessible. Local governments in South Africa are largely responsible for providing basic services to communities, and one of their major difficulties is to offer effective and efficient service delivery (Koma, 2016). As a result, the ultimate purpose of government or public leadership is to create and demonstrate public benefit (Brookes, 2007:12). This is achieved by ensuring the social, environmental, and economic well-being of the community (Brookes, 2007).

Local governments are seen by Reddy (1995:3), Venter and Landsberg (2011:130) as a third level of government that was formed to bring government closer to citizens and give citizens a sense of participation in government processes that affect their daily lives. According to Heymans and Tötemeyer (1988:2), local government is a "decentralised legislative institution with general and specific functions devolved on it in respect of a defined restricted geographical area within a state". Local government can thus be defined as the management and administration of local communities in order to control and encourage their activities (Cloete, 2012:17).

South Africa's local government sphere is obligated to provide service supply, poverty eradication, and the improvement of living conditions for all through social and economic progress (Bekink, 2010). Municipal governments are central to ensuring that municipal services are delivered to communities in a sustainable manner and that communities have equitable access to municipal services to which they are entitled. In terms of providing public services, local government has the potential to be the most open and responsible branch of government (Shah, 2007). According to Cavalluzzo and Ittner (2004) as a catalyst for development and growth, local government plays a constructive role in society. It was established with the goal

of bringing government closer to the people and giving them a sense of participation in the political processes that influence their lives.

Government at the local level is an important part of society's social, political, and economic structure. It is closest to the people in terms of closeness and value, and it should be based on the concepts of promoting community interests, access, and accountability. Successful local governments have a high level of community trust and contribute significantly to the local economy's growth. Local government services are critical to a municipality's growth, progress, and stability and are focused at meeting the requirements of the community. It is obvious that leadership and service delivery are intimately connected. It is the responsibility of leaders to provide effective service to the communities that they represent.

Since the country's first democratic municipal elections in 2000, a local government system has been established, consisting of municipalities led by democratically elected councils. The following changes were made as a result of this system, and they are still being examined and updated. Municipalities are responsible for the entire Republic, not only the urban regions. Municipal councils represent the South African electorate, and communities have a constitutional right to participate in and be consulted on matters affecting their municipal area. Municipalities provide a wide range of services in addition to basic services (Thornhill, 2008: 494It is clear from the preceding discussion that the function of municipal leaders is dependent on an understanding of the structure that includes both political and administrative leaders. The success of the municipality leadership on service delivery can only be realised if the objective and the purpose of the existence of local government is understood in South African.

3.5. LOCAL GOVERNMENT IN SOUTH AFRICA: ITS OBJECTIVE AND DEVELOPMENTAL ROLE

The first objective is to provide an open and responsible government to local communities. This goal shows a sovereign attitude on local government democracy. It supports the adoption of democratic values by local government as a political entity, as defined in Section 195 (1) of the South African Constitution (1996). In order

to promote one of the universal democratic principles of accountability, as defenders of democracy and the welfare of Republic citizens, public officials should be held accountable (Ranchod, 2007). The second objective is to ensure that communities' services are provided in a sustainable and considerable manner. This specifies that local government services must be able to address the needs of communities in a long-term, sustainable manner, at the right time, when needed, and to all community members. The third objective is for local governments to encourage social and economic growth. The only way to improve people's quality of life is to improve their economic and social situations. As a result, local governments should use their resources to promote economic success in their communities and to strengthen social welfare organizations and infrastructure. The fourth objective is for local governments to create a healthy and safe environment. Local governments and the provincial government are meant to work together to improve security and safety of the communities. In order to achieve this goal, local governments should administer environmental safety and health programs. Moreover, local government is to encourage residents and community organisations to participate in decisions that are concerning their lives. Local government objectives and developmental functions must be understood by public officials, as this will assist them appreciate the essence of the local municipalities in South Africa

3.6. SERVICE DELIVERY WITHIN SOUTH AFRICAN MUNICIPALITIES

The notion of service delivery is examined in this section of the literature review from the perspective of South African local municipalities. It also incorporates private-sector approaches that could improve the effectiveness and efficiency of service delivery in South African local municipalities.

Service delivery involves services provided by governments. Through the provision of essential services to the citizens, South African local municipalities' performance a significant role in poverty alleviation and economic development of impoverished households (Denhardt & Denhardt 2009). Shelter, water, sanitation, energy, road infrastructure, and sewerage are some of the services provided by South African municipalities. The implementation of the previously listed services, among others, is referred to as service delivery. However, Zubane (2011) states that the provision of these services depends on the effectiveness of the municipal leadership. As a result,

it is the responsibility of local government leadership in South Africa to ensure that these services reach the individuals and communities for which they were intended. (Zubane, 2011).

Some professionals in the field of service delivery explain it in terms of capabilities (Martin, 2004). It is argued that service delivery has to do with an institution's ability to keep its obligations to society (Brown & Trevino, 2006). It's also referred to as the ability to meet any key performance indicator or service level agreement (Sebola, 2014). People's perspectives on service delivery can also be described. That is, service delivery is prioritized around people, with procedures and processes coming in second (Martin, 2004). In this perspective, municipal leadership is seen as critical in carrying out service delivery work that ensures the delivery of high-quality services to society. Members of the municipal personnel responsible with service delivery make up this leadership. They interact with residents in order to meet their expectations or wants and to make them feel valued.

Paradza, Mokwena and Richards (2010) implies that the delivery of service in the local municipalities is centred on people in the society. To begin, citizens must cherish what their municipalities or institutions entrusted with service delivery are doing to them (Paradza, Mokwena & Richards, 2010). In this regard, the question of what society values is extremely important. Citizens' perceptions of their interests must be reflected in services. As a result, service delivery must take into account people's interests, desires, goals, requirements, and wishes. It is well known that keeping citizens happy should be the top priority of service delivery.

With all of the foregoing in mind, service delivery can be seen as a means of delivering services as effectively and efficiently as possible to the satisfaction and delight of the citizens. Furthermore, it is about meeting and exceeding the citizen's standards regarding the service until it is delivered, as well as assuring complete satisfaction. According to Peters (2011), the provision of basic services is dependent on two major factors, national government revenue. It manifests itself in the form of equitably distributed shares and conditional grants, as well as municipal revenue that collect by the municipalities from the citizens, which is made up of tax levies, fines, charges for the use of electricity, water, refuse removal, and municipal facilities such as parking and halls. The history of service delivery in South Africa, as well as the

principles that guide service delivery and the Batho Pele principles, are discussed further down.

3.6.1. The Local Government Service Delivery History in South Africa

The apartheid administration segregated the black populace in homestead areas, which lacked essential municipal services including clean water, electricity, sanitation, and waste disposal. In terms of service delivery, apartheid produced a significant divide between black and white people (Ijeoma, 2015:16). According to Schore (2015:1), people living in informal settlements represent the majority of those who are facing a lack of service delivery. They are not allowed to participate in economic activity. In the formal business sector and in government, the majority of these persons are unemployed and unemployable. The general form of local government in South Africa is designed to replicate the metropolitan system in line with the government's legislative priorities. In South Africa, the apartheid government used local government to divide individuals based on their skin colour. Consequently, a radical change in the structure were needed. Rural areas and semi-rural areas are normally not taken into consideration when the history and the radical development plans of municipalities are discussed (Tsatsire, 2009:23). People's attitudes are shaped by history and the governments' capability to offer anticipated services to the communities is influenced by land and infrastructural capacity. The council should employ suitable status, but only within defined parameters and not in violation of national government. The dreams of residents in all of the Greater Giyani Local Municipality's communities are dependent on the Municipal Council's service delivery decisions.

3.6.2. The Principle of Service Delivery

Local municipalities must follow the standards outlined below when deciding which services to deliver to their communities, according to the White Paper on Service Delivery from 1998.

The local municipality must ensure that accessibility services are provided to all inhabitants of the society, regardless of ethnicity, gender, or sexual orientation. At the very least, all citizens in the Greater Giyani Local Municipality must have access to basic services? According to Nelson (2004), where services are lacking, the

municipality must build new infrastructure, as well as repair and upgrade existing infrastructure. Leadership in Greater Giyani should ensure that they collaborate with the citizen to make the service accessible. Municipalities may give services, but if the communities do not have a need for them, the services are meaningless. It is the responsibility of Greater Giyani municipality leadership to make sure that all citizens, even the poorest, can afford the services provided. Nkhahle (2015) argue that if the services are costly, they will benefit just those who can afford them, leaving the poor out. All the municipalities must make sure that services are reasonably priced. Services provided should be relevant to community needs, be convenient, provide safety, be long-lasting, responsive to users, and not pose a risk to the environment. The quality of the service should not be compromised.

The Municipal leadership should be accountable to all the service that they are providing to the citizen. All services provided to communities by municipalities are overseen by political and administrative leadership, which makes sure they are affordable and accessible to everyone. The leadership that is failing to account should be dealt with in accordance to the municipal bylaws. Municipalities including Greater Giyani Local Municipality have Integrated Development Plans (IDPs), which are five-year plans used by a local council to plan, implement, monitor, and evaluate existing plans. The integrated plan is in line with goals including poverty alleviation, spatial integration, and job development through public works. To account for value for money, the quality of the services must match the cost of providing them. The services must be effective and able to create revenue if they are intended to contribute to the municipality's revenue.

The services offered by the municipalities should help to boost the local economy and create an atmosphere that will provide jobs for community people. Investors are attracted to a favourable environment for economic development, which will help the municipality's local economic development. Leadership in Greater Giyani Local Municipality must promote the democratic values and principles outlined in the 1996 Constitution of the Republic of South Africa, especially the concepts in section 195. Municipal System Act 32 of 2000 introduced a larger range of internal and external service delivery options for municipalities to use in providing services to their communities. The Act also lays out the processes and procedures that towns must adhere to when providing municipal services.

3.6.3. Batho Pele Principles

This regulation aims for the government to always consider people first whenever planning and making decisions.

The government is expected to consult all stakeholders and residents on service delivery issues through consultation. All residence in the Greater Giyani should be informed on what the municipality is intends to deliver, the amount, and the time dates for all possible government projects. All social medium platform that are easily accessible by the residents such as radio, campaigns, workshops, Imbizo and TV channels must be all used to facilitate consultation. Through consultation, government can provide high quality of service. Residents expect the government to give high-quality services, therefore it becomes the government's priority to provide high-quality services to its citizens. This is a problem in democratic governance due to the poor quality of services supplied on behalf of the government by service providers. Nkhahle (2015) argue that in government, corruption is a concern, and it is one of the reasons why services are being threatened. The delivery of poor service is triggered by the hiring of service providers with little or no experience in the services being supplied, as well as service providers who sacrifice quality to make a respectable profit. Providing the quality service to the citizen will assist leadership to ensure courtesy in society, the government must ensure that it treats its citizens with respect and consideration, which is a difficult task for most public workers who interact with citizens. The public is constantly complaining about how government personnel treat them unfairly, which is in violation of the South African legal framework such as White Paper (Mashele, 2014).

It is the obligation of government to guarantee that all residents have equal access to resources that they are entitled. The government ensures that all indigenous languages are represented in all of its offices by decentralizing services, extending operation hours, and guaranteeing that all indigenous languages are represented in all of its offices. It is critical that the government provide services that are accessible to all individuals, especially those with disabilities and those who have historically been socially and culturally disadvantaged, such as advanced infrastructures (Nelson, 2004). To have access the citizens should be well informed about the services in the government institutions that they are eligible, for example, information

or messages should be posted on notice boards, flyers should be provided to those who can see and those who are facially impaired, and those who are blind should receive them in braille format. All information should be available in all indigenous languages at all service desks. As a result, society will be able to understand and raise questions as needed and provide feedback. With technological advancements, the government now has social media platforms via which it engages with the public. Providing information to the citizen will ensure openness and transparency (Binns & Nel, 1999).

The public's relationship with the government is strengthened by openness and transparency. The public gains faith in the government when it is open and transparent in all aspects of its operations. As a result, a positive relationship between the public and the government is established. Transparency is one of the most important concepts that public officials must follow in order to ensure that the country's government is effective and interactive. Transparency and openness will lead the municipality to redress. Redress is a mechanism used by the government to keep track of public dissatisfaction and identify ways to address it (Sebola, 2014). Customers' discontent questionnaires and suggestion boxes are used to accomplish this. As a result, the government is able to reply to all complaints and ideas made by the general people and this will foster the notion of value for money to the citizen. The government is expected to provide services that are economically viable so that citizens can receive services that are satisfactory and match the worth of the expenses incurred in their delivery (Silverman, 2003). Internal financial control of the full budget can help to ensure this. Although, due to corruption and deteriorated quality, it is difficult to say that the services offered to meet the worth of the money invested. As a result, it is critical for the government to ensure that all services provided are of high quality.

It is important for the municipal leaders to keep in mind the historical history of service delivery, the principle of service delivery and *Batho Pele* principles. Municipal leaders must grasp the interpretation of good governance in connection to the delivery of service to the citizens to be able to achieve the historical imbalance process of service delivery

3.7. INTERPRETATION OF GOOD GOVERNANCE IN RELATION TO SERVICE DELIVERY

Some governance experts define good governance as a governing act (UN, 2013). These experts define good governance as judgments that set expectations, delegate authority, and monitor performance (Grahm, Plumpte & Amos, 2005). Some proponents of governance, on the other hand, say that it is tied to decision-making or leadership procedures. It is worth remembering that good governance is crucial when it comes to the delivery of public services. This is the case since all agencies must be managed in such a way that they can provide services. If institutions are mismanaged, they will be unable to fulfil their vital function in services delivery to the public. According to Santino (2010), the World Bank, for example, if government are well-governed, development will follow.

The promotion of good governance is a fight against public servant misbehavior and dishonesty, while also providing complete backing from enforcement agencies and encouraging people to offer excellent service (Madonsela, 2011). As a critical step toward enforcing a culture of law-abiding civil service, senior government officials or political leaders must set a good example. Good governance entails full acceptance of preserving the Constitution and safeguarding human rights in an environment where individuals have no place, and only justice reigns supreme (Prah, 2015:4).

According to Madonsela (2011), "The human element, according to most specialists on the subject of good governance and corruption, is the single most essential factor". In other words, we must address interpersonal behaviour and beliefs. The establishment of good governance somehow does not begin with the election of a political party to power. It is determined by people' ideals and principles as guided by the revolutionary group or organization to which they belonged. It starts before you are voted. A criminal, on the other hand, plunders the state for personal gain, whereas government is concerned with authoritatively resource sharing with a respectable public (Ellis, 2012:624)

In order to have good governance, leaders should be accountable to the people in terms of service delivery. Good governance includes consensus building, involvement, preserving the rule of law, achieving efficacy and performance, accountability, openness, responsiveness, fairness, and inclusion. (UN, 2013).

These considerations should be considered when developing and implementing service delivery plans, programs, and initiatives. Participation, openness, and accountability, for example, should all be maintained.

3.8. THE NATURE OF LEADERSHIP ON SERVICE DELIVERY WITHIN MUNICIPALITIES

South African municipalities are confronted with leadership problems particularly when it comes to service delivery to the citizens (World Bank, 2012). Brautigam and Knack (2004) state that leadership must be strengthened in order for it to play a significant role in service delivery. Leadership and service delivery issues are more apparent in local government areas such as Greater Giyani Local Municipality, where there is arguably a lack of capacitated leadership to assist the delivery of basic services. Leadership is regarded as having the biggest impact on how municipalities are shaped and transformed (Bell, 2006). Institutions such as municipalities function as a service delivery mechanism for the government. This means the municipalities' leadership need to adopt and innovate to allow the change that will improve service delivery (Covey, 1992:15). Municipal leadership must focus on a few key areas to ensure that everyone in the society has access to basic services. The electorate elects a leader during the local government election to guarantee that their needs are taken into account when decisions are made during conferences.

According to Charton (1993), leaders should translate intentions into action and sustain them. The community's leader must continually listen to grasshoppers and adjust to the changing environment (Charton, 1993). They should immediately consider attending leadership-training seminars for leaders following the local government elections so that they are aware of their obligations (Nkhahle, 2015). A good training program yields great results as it creates true and enhanced leaders who motivate the administration to do more for the people while they understand the issues at hand (Nkhahle, 2015).

In general, government structures function in a political and administrative setting. The link between politics and administration, as well as the responsibilities, powers, and duties of political office holders and government officials, are considered as problematic. Each form of leadership is in charge of a specific aspect and role in the

delivery of services. The discussion that follows elaborates on these two types of leadership.

3.8.1. Political Leadership

Politics itself is difficult to define. Politics, according to Easton (1953), is the definitive provision of standards, morals, ethics, ideals, principles, believes and values in the society. It relates to creating regulations and policies that determine who, how much, where, and how social resources are distributed. Politics may also be described as a mechanism by which disputes, and conflicts are resolved as well as the resulting actions and policies are implemented. It's a fight between individuals with opposing views on public matters (Du Toit, 2002:58).

Municipalities are used to split South Africa into local authorities with the intention of making it easier for the populations to receive basic services. (Education and Training Unit for Democracy (2011:03). Every municipality has its own municipal council as well as municipal staff or officials who are responsible for putting the municipal council's decisions into action. The council is made up of councillors who are elected in their respective wards, and the mayor, who is elected by the council, oversees the work of the council. Municipal councils are responsible for making bylaws, and they elect the mayor with an executive committee (Local Government Action, 2014:02). The council is also in charge of appointing standing committees, which are led by councillors who are recognized as portfolio leaders in their portfolio. Safety and security, water and sanitation, and human capital, for example, are all critical factors to consider.

Politicians generally are political leaders who participate in the municipal council as representatives of members of the people who voted for them (Cameron, 2003). As a result, they are in charge of ensuring that all matters relevant to community well-being are decided in a way that benefits the communities, they must also ensure that all the rights of communities are considered (Reddy, Sing & Moddley, 2004:79). In local government, political leaders are elected by local communities based on the perception that they will serve their interests in the most effectively way or that they will be the most beneficial to them (Paradza, Mokwena & Richards, 2010). Municipal councillors have good leadership instincts by nature, and those talents are constantly developed to ensure that they can face the difficulties, possibilities, and risks that

come with local government (Silvester, 2013:4). It is impossible to overstate the need of effective political leadership (Councillors) in municipalities to solve difficulties and favorably influence service delivery (Silvester, 2013). It's all about setting an example and motivating and inspiring employees to do their best work. Honesty, integrity, fairness, transparency, and the commitment to be accountable for one's actions must all be adopted and supported by municipal political leadership.

3.8.2. Administrative Leadership

Public administration refers to the operations of government administrative entities that must implement authorized policies and programs in the framework of local government in South Africa. South African legislation allows for the establishment of administrative agencies whose principal mission is to carry out the ruling government's policy programs. Public administration can also be defined as the management of public programs, the translation of politics into the modern world that citizens experience every day, and the study of government decision-making, the analysis of the policies themselves, the inputs that produce them, and the inputs necessary to produce alternative policies (McKinney & Howard, 2015:62). According to Dekker (2014), the essential purpose of public administration is to advance management and policies so that government can function.

The general implementation of council resolutions is the responsibility of administrative leadership (Mthembu, 2012: 14). According to the Municipal Finance Management Act, 56 of 2003, the municipal manager leads the administration arm, while the directors are in charge of each department and are expected to perform executive duties, guide officials, and provide administrative guidance to the political structure within the municipal government in order to keep the institution going. For the municipalities to operate efficiently and effectively the administrative leadership in the local government area should have relevant expertise and abilities, without the knowledge and skills the operations will suffer (Ababio & Makgoba, 2002:17). Consequently, the local government officials must be developed and oriented to distribute service impartially, honestly and rightfully (Thornill, 2010:48). He also suggests that administrative leadership be chosen for their knowledge of the different responsibilities that an executive institution must undertake. According to Rakate (2006) administrative leadership is responsible for ensuring that resources are

efficiently utilized in order to achieve a successful service delivery endeavour, and that staff employees are fully trained to assist service delivery.

From the preceding discussion, it is easy to recognize the differences between political and administrative leadership, and then to appreciate their vital roles in the processes of providing excellent services to communities. The objective of politics, on the other hand, is to give political direction to the municipal government administration. The administration's primary task, on the other hand, is to translate political functionaries' value decisions into tangible outcomes. Because municipal administration plays such an essential role in policy creation, it might also be claimed that it is also a part of the political process because the municipal council must eventually approve these policies.

3.8.3. Principles for Selecting Councillors in the Municipalities

In South Africa, every citizen who is eligible to vote is entitled to stand up as Councillor. Councillors shall serve for 5 years and may leave the office after 5 years or leave the office or be removed from office in accordance with Act 32 of 2000. (Municipal Structures Act, 2003:17). Where a councillor dies before completing his term or decides to resign before the end of his term of office, the Independent Electoral Commission (IEC) provides for an election, and the newly elected Councillor shall serve the remaining term of office. Despite the fact that the leadership issue has a significant impact on service delivery in the South Africa local government, Nyalunga (2006:4) argues that people have still to understand that the democratic dispensation has inherited a sector that is marked by fragmented gross inequality.

Each political party has its own method or system to select candidates representing the political party in the local government election. The method for selecting candidates used by the African National Congress includes certain requirements such as policy understanding, accessibility and flexibility in leaders and the leadership should not assume the status of the source of all wisdom in society (ANC, 2016:22). The Democratic Alliance (DA) has a mechanism in place where they call all prospective candidates for ward councils and invite them to make a presentation to the organisation's election panel (DA, 2016:23).

3.8.4. Municipal Service Provision under the Influence of Leadership

The provision of services has a significant impact on the people's quality of life in a specific community (Holtzhausen, 2010). The issue of service delivery is a difficulty that must be tackled, given the low quality of service supply and the overwhelming demands of the poor in developing countries like South Africa (Besley & Ghaatak, 2009). Furthermore, a lack of service may make it difficult to attract new company or business to a location, limiting job opportunities for locals.

3.9. THE ROLE OF LEADERSHIP ON SERVICE DELIVERY IN THE MUNICIPALITIES

According to Ciulla (2014), leadership is neither a person nor a position. It is a complicated human connection built on trust, responsibility, commitment, emotion, and a shared vision of what is acceptable. Leadership is the ability to direct, influence, and coordinate others toward a single purpose, making them accountable for the achievement of that goal (Cronshaw, 2002:103). For the municipal government to be successful in delivering effective services to its citizens, both the political and administrative leadership have a role to play (Cronshaw, 2002). Specifically, clauses 56 of the Municipal Finance Management Act of 2003 and 103 of the Municipal Administration Act of 1998 describe councillors as the supreme executive of the municipality, and administrators as implementers of the decisions and decisions of the council, as a results it is not easy to separate politics from administration. Municipalities are total dependent on leaders to implement turnaround strategies and make sure public complaints are reduced so that the municipal environment, communities and municipality can thrive (Maccoby, 2009). The majority of the grievances occur due to the absence of service provision to the citizens.

3.9.1. Political Role of the Councillors in the South African Municipalities

Councillors, according to Nkwana (2012:158), act as facilitators and a link between the council and the community. Councillors are also responsible for monitoring municipal performance and providing feedback to their constituency or the community. Councillors must be able to lead and influence one another in the pursuit of service delivery. Councillors are the main decision-makers, according to ISS

(2012:4), and the consequences of their decisions affect not only individuals or families, but also council staff, companies, clients, and partners. Some people see becoming a councillor as a reward, while others see it as a chance to improve service quality. Councillors have a duty to serve as representatives of the communities in which they are elected, as well as to follow the municipal code of conduct. Councillors are also public figures who must represent everyone in their district, regardless of political affiliation (Joseph, 2002:25).

Municipal councillors have a very significant mandate to fulfil, and in order to achieve what the community expects, they will need unique skills and experience (SALGA, 2016). Councillors must understand what their citizens expect of them and must champion all of their citizen's interests without fail. Councillors must be aware of the needs of various groups in their neighbourhoods and the community's age gaps. They should be able to mobilize the necessary resources to meet the community's needs. All activities taking place in the municipality are overseen by the city council. The council is in charge of all programs and has statutory authority, which means it will make bylaws and ensure that they are followed (Municipal Systems Act, 2000:14).

Developmental local government requires leaders that are very strong and have a clear vision to uplift the lives of the people on the ground. Accountability and good governance are also highly expected from local government leadership (Carr, 2015:676). A component of local government is specified in Section 154 of the Republic of South Africa's 1996 Constitution, which states the essential ideals that guide municipal councils in all South African local governments sphere. These ideas include democracy, respect and dignity, fairness, human rights and independence, non-racialism and non-sexism, constitutional supremacy, and the rule of law. According to the Constitution, local government leadership has a responsibility to be responsible to local residents, and they play a significant role in the delivery of public services. Accountability and compliance are demanded of the council, as well as the staff or representatives of that local government.

3.9.2. Administrative Role in the South African Municipalities

Municipal administration authorities are tasked with responding to the needs of their local communities, fostering an environment of openness and accountability within

their staff, and carrying out their functions via operational and administrative units (RSA, 2000). Municipal administration must assign clear responsibilities for the management of administrative units and procedures, delegate authority to the most effective level within the administration, and implement a performance measurement system (RSA, 2000:32). However, administrators' responsibilities include understanding and coordinating public policy as well as interpreting policy directions in order to provide services. This function is primarily responsible for putting politicians' decisions into action. The public sector is centred on administrative authorities. In the case of local government, they carry out the decisions made by the various legislative bodies' at all three levels of government and by other elected officials such as executive mayors and municipal executive committees. Departments and divisions are responsible for carrying out the administrative activities of municipalities, and these activities are assigned to certain departments and divisions based on their specialization (Wooldridge, 2008:79). The operations or functions of executive administrative institutions are referred to as municipal administration. The legal framework that controls the local government sector in South Africa should be used to guide the above traits and elements (Wooddridge, 2008).

3.10. STATUTORY FRAMEWORK REGULATING LOCAL GOVERNMENT SPHERE IN SOUTH AFRICA

The historical background of South Africa had boundaries, which structured demographics according to the race of the population and in accordance with the Group Areas Act of 1959, which is no longer applicable. The new and current Constitution of South Africa allows municipalities to be people-centred, accountable and democratic. South African Local Government Association (2011) states that municipalities are the key institutions of local government, are both organs of the state, and consist of the political structures of the municipality, its administration, and the residents within the municipality. Local government in South Africa shall be governed by the amount of subsequent local government legislation. The creation of municipalities is based on Section 155 of the Constitution. The government must be faithful to the Constitution under section 41 of the Constitution, the country, including its citizens and the well-being of the citizens of the Republic should be guaranteed.

Freedman (2013:01) states that the "legislative authority in South Africa is divided into three spheres of government". This remark is also supported by section 43 of the Constitution. The legislative authority of the national spheres lies with the Parliament. The legislative authority of the provincial government lies with the provincial legislature while the municipal councils determine the legislative power of the local government. This specific arrangement of separating levels of government and their respective legislative authority further restricts the powers. Local government cannot enact bylaws on behalf of another municipality that is not within its authority (Cameron, 2001:97). Section 152(1) of the Constitution, according to Knoetze (2014:171), provides a specific regulation on how local government structures should function. Accountability to local communities is one of the critical factors he identified. The legislation also highlights the importance of delivering services in a long-term sustainable manner. According to these legislations, municipalities are required to use their allocated resources efficiently and without engaging in any acts of financial mismanagement.

Local Government: Municipal Systems Act, 2000 (Act 32 of 2000), Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003), Local Government: Municipal Structures Act, 1998 (Act 117 of 1998) and the 1998 White Paper on Local Government is a central policy and legislative structure aimed at guiding municipalities in the implementation of its constitutional mandate. According to Labuschagn (2011:97), "each of these acts and policies focuses on different aspects of local government, such as, amongst others, the rights, duties, functions and powers of municipalities, community participation and integrated development planning". (Williams, 2012: 17) attest that these acts "provides local authorities with a governance structure, defines policy decision-making processes, develops principles for governance structuring, and ensures that effective internal supervisory structures can be introduced at the municipal level". In South Africa, a statutory framework that governs the municipal structure, functions, and interactions with the necessary role-players governs these political institutions and administrations inside municipalities. As a result, the legal framework governing the local government sector in South Africa will be examined in order to highlight its importance in the political and administrative interface.

3.10.1. Constitution of the Republic of South Africa, 1996

The Republic of South Africa (Act 108 of 1996) emphasizes the concepts of developmental local government. The local government is in control of the development process in municipalities, as well as municipal planning. One of the objectives of local governance is to maintain the sustainable provision of services to communities under their jurisdictions. Section 152 of the Constitution clearly state that the goals of local government are to create a democratic and accountable governance for local communities while also ensuring the provision of services to communities in a sustainable way. Local government's objectives also include supporting social and economic growth, maintaining a safe and healthy environment, and encouraging community and community organization involvement in local government (RSA, 1996:75).

As a result, municipalities have a legal obligation to offer public services. Local governments must attempt to achieve these aims within their fiscal and administrative capacities. The most significant functions of the municipality is to provide basic utilities such as water, electricity, and sanitation, as well as waste disposal, local health services, municipal public transportation, and municipal roadways (Craythorne, 2006:7). The fact that municipalities' structural and functional outline is defined in a separate and autonomous chapter 7 of the Constitution demonstrates the importance of local government (Craythorne, 2006) and confirms its dynamic position as service delivery instruments. The South African constitution requires municipalities to ensure democratic and responsible government (RSA 1996:74).

According to Section 152(1) (b) of the Constitution of the Republic of South Africa requires that local government services is to be provided in a sustainable manner (RSA, 1996:74). According to Venter and Landsberg (2011), sustainability implies that service must be accessible at all times and suit people's needs. Furthermore, good service delivery to residents, uninterrupted, smooth supply of quality services to the public, and services that are always developing are all part of sustainable service delivery. Municipalities in South Africa face the challenge of ensuring that service delivery meets these sustainability objectives (Boshoff, 2011:61). Failure to

deliver local government services would endanger the statutory role or mandate of local governments in South Africa (Mokwena, 2014)

3.10.2. White Paper on Local Government, 1998

Worldwide and national trends force municipalities to comply with the economic challenges that are taking place in their locality, surrounding regions, in the nation and globally. Services provided to the community must be in line with the community's culture (White Paper on Local Government, 1998). As a result, it is critical for municipal leaders to recognize the community's needs and work to improve the community's well-being, which necessitates good leadership qualities. The White Paper on Local Government (2000:13) states that representation, participation, and the right to vote are among the guiding principles for local government.

The White Paper on Local Government is exceptional because it covers the entire sphere of government rather than single policy area. As it affects all South Africans, it can almost be compared to a mini-Constitution for local government. The 1998 White Paper acknowledges that local government is the government sector that interacts most closely with neighbourhoods and is responsible for delivering significant services to individuals. It is also charged with ensuring community growth and development in a way that increases engagement and transparency in the community (Boshoff, 2011). As a result, the Local Government White Paper emphasises the importance of local governments focusing on development interventions which includes delivering infrastructure and services for families, developing residential areas, integrated communities, towns and rural areas, and promoting local economic development and population empowerment.. Both municipalities are obligated to perform these tasks, considering the wide gaps in their levels of capability.

3.10.3. Local Government: Municipal Structures Act, 1998 (Act 117 of 1998)

Since local government is considered to be the closest government sphere to the people, the core of all relevant legislation is to create ways to ensure that citizens have input into local municipal decisions. In particular, by enacting this act, the government strives to ensure that municipalities are created in accordance with

requirements for categories and forms of municipalities. The purpose of this act is to lay out the criteria for choosing the types of municipalities that will be created in the area. The municipality is required by this act to determine the types of municipalities that may be established in each category, to ensure that duties and powers are appropriately divided among divisions of municipalities, that internal processes, structures, and office-bearers of municipalities are governed, and to create an appropriate electoral system.

A number of issues relating to the municipal council are also addressed in the Municipal Structures Act, including election of councillors, removal from office, and internal council procedures and dissolution (RSA, 1998: 15). It also establishes ward committees, whose responsibilities include planning, implementing, and reviewing Integrated Development Plans (IDPs) and developing, implementing, and reviewing municipalities' performance management systems, among other things (RSA, 1998:31).

3.10.4. Local Government: Municipal Systems Act, 2000 (Act 32 of 2000)

Public involvement is very relevant to growth and all other activities taking place within the community (Municipal Systems Act (2003:31). Chapter 4 goes into detail about how the community must be involved in the implementation and review of development programs. Furthermore, they must be connected in the development of key performance indicators and performance targets for the community. The Municipal Systems Act describes the legal existence and sets out how to exercise and conduct municipal functions and responsibilities. In particular, this Legislation also sets out the local public administration structure, which includes a municipal working framework, guidelines for development planning and provision of services (including a partnership-based approach), staffing problems and performance management systems.

According to Craythorne (2003:152) "the Municipal Systems Act, 2000 (Act 32 of 2000) also places a duty on municipalities to implement the provisions of the Constitution by giving priority to the basic needs of the community and promoting its development". In accordance with Section 73(2) of the Municipal Systems Act, municipalities are required to provide fair and equitable services in a way that is supportive of the efficient, sustainable, and prudent use of available resources.

Boshoff (2011:63) "Local Government: Municipal Systems Act, 2000 (Act 32 of 2000) provides for, among other things, the core principles and processes that are necessary to enable municipalities to move progressively towards the social and economic upliftment of local communities and to ensure general access to essential services that are affordable to all".

3.10.5. Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003)

The Local Government: Municipal Finance Management Act 2003 (Act 56 of 2003) was promulgated to secure efficient and effective financial management in local government and ensure that citizen's participate in the budgetary process in local government is compulsory. The Municipal Finance Management Act's main purpose is to "create sound financial governance for each municipality, including the development of a comprehensive structure to explain and differentiate the functions of mayors, councillors, and officials." As such, any public action, especially the creation of the environment in which communities live, will have an economic impact (Meiring, 2001:130). The MFMA, read in conjunction with the Municipal Systems and Municipal Structures Acts, describes specifically what a councillor and an official are responsible for in the municipalities.

3.10.6. Local Government Turnaround Strategy (LGTAS), 2009

The Local Government Turnaround Strategy was introduced as a government action program and a framework for enhanced service delivery aiming at making local government more responsive, transparent, reliable, and effective. The State of Local Government Study (2009), which analysed all nine provinces, described municipal problems, including weak governance and accountability, poor financial management, and the failure of some governments to provide basic municipal services. Service delivery, governance, financial management, infrastructure growth, and the fight against corruption are the five key areas that have been developed. The general goal was to regain the leadership's confidence in their municipalities (State of Local Government Report, 2009).

3.10.7. National Development Plan 2030

The National Development Plan 2030, which was implemented in 2013, is a significant legal document. The National Development Plan aims to eliminate poverty and reduce inequality in South Africa by 2030 by uniting South Africans, growing an inclusive economy, building capacity, and enhancing the capabilities of the state to solve complex problems. (Key issues – National Development Plan, 2012:1). The 2030 National Development Plan has established issues that all three areas of government need to solve. The issues include high unemployment rates, poor quality education in schools for black people, poor quality of public service, high levels of corruption, and the public health system's failure to satisfy demand or maintain quality. The National Development Plan 2030 stresses, among other things, the need to professionalize the civil service and attract highly qualified individuals to the field of local government.

3.10.8. King Report IV on Local Government

Reddy and Badal (2016:04) "key feature of the King IV report is the principles that refer to the governing body, which is the structure that has accountability for governance, leadership and performance". Effective corporate governance and leadership are co-dependent have always been mutual dependent on each other; it is evident that the governing body's overall high-level leadership responsibility creates a golden thread throughout. Effective local government leadership is the kind of leadership that primarily embraces the inputs and contributions made by stakeholders. Consequently, participatory governance and multi-stakeholder arrangements are an essential part of the process. According to Baud & Dhanalakshmi (2007:134), "the process of partnering helps the local government to provide services to the community effectively and specifically the basic needs of the community".

Leaders must encourage local communities to participate in decision-making in order to strengthen the role of leadership in the provision of service in the South African municipalities (Mashele, 2010). Municipal councillors and other community forums can help with these processes. Every procedure must be carried out in accordance with established standards and legal frameworks. Understanding the legal

framework can also help municipalities maintain a harmonious relationship between political and administrative operations.

3.11. THE RELATIONSHIP BETWEEN POLITICAL AND ADMINISTRATIVE OPERATIONS WITHIN MUNICIPALITIES

The relationship between political and administrative operations in municipalities should not be understood as a simple relationship, but rather as a complicated one. Politicians and administrative officials work directly with each other in a complex environment, and misunderstandings about their roles can lead to tension and conflict within a municipality (Cameron, 2003:55). Politicians are more prone to cause problems by interfering with administrative processes, which harms service delivery.

Municipal administrative authorities should avoid assuming control of the municipality because this could affect the connection and interaction between politicians and managers. Both of these stakeholders should work together in order to successfully regulate municipal operations (SALGA, 2014:11). Politicians, who have the power to legislate and represent the people, will use their oversight responsibilities to ensure that municipal administration is conducted impartially and neutrally. They will also be in charge of policy formulation, coordination, and decision-making for municipal administration, as well as providing direction and supervision of the bureaucrats.

Separate responsibilities should define the interaction between politicians and administrative officials. They should work as a team to fulfil their responsibilities to the municipality and the residents, each with their own set of responsibilities. Politicians and administrative officials must both respect their respective positions and strive to build trusting relationships. Within this system, checks and balances are required to minimize role confusion, conflict, and authority abuse. Administrators must be aware of, coordinate government policies, and interpret policy directions for the operational service. This role is primarily responsible for putting politicians' decisions into action. The administrative authorities do not run the municipality, but they are at the centre of the public sector, and they must carry out the decisions of the numerous legislatures in the case of local government. Departments and divisions normally handle municipalities' administrative functions.

3.12. THE CHALLENGES THAT HINDER THE ROLE OF LEADERSHIP ON SERICE DELIVERY WITHIN MUNICIPALITIES.

Leadership in government is confronted with a variety of problems that interfere with the efficient delivery of services. (Paraza, Mokwena & Richards, 2010). There are various obstacles, and although some are common to all municipalities, some are special to some municipalities. Public representation, known as leadership, has genuine intent when they come to the municipal councillor. When they come across the internal method, the difficulty they face is that it appears to confuse their plans and is most often viewed as hindering the advancement of service delivery (Wesley, 1997).

The government of South Africa has pledged to prioritize the needs of the poor, especially in rural areas. More recent policy documents issued by the local government have given priority to residents of townships and informal settlements who had previously been denied basic facilities and services. The policy documents reshaped the municipality's budget to make it more flexible and ready to respond to the demand of the people, including those in Greater Giyani Local Municipality. (Integrated Development Plan, 2016/17). The biggest challenge is the ability of those in charge of the council to champion the proposals that have been drafted and the desire to come up with new ideas and hire new workers without first assessing the success of current ideas and reviewing and tracking existing ones (Robbins, 2005:24).

Practical challenges preventing leadership from playing a more effective role in service delivery include political interference. This considered being one of the key practical problem that hampers the function of leadership in service delivery, and respondents claimed that some office-bearers use their positions for self-enrichment rather than fulfilling their constitutional mission. Some municipal leaders looked to have political immunity and were known to have strong political contacts at the state and federal levels. This includes political nominations of inexperienced and underperforming officials to top posts, meddling in tender procedures, and officials and politicians utilizing family and friends as 'fronts' for personal gain. (Davis & Rylance, 2005).

According to Makoane and Gray (2007), Leadership in the South African context has been depressingly affected by number of challenges. These challenges stand as blockades to the delivery of municipal services. These challenges are discussed below:

3.12.1. Political Interference in the Municipality's Administrative Process

In South African municipalities, political intervention continues to be a major problem for municipalities (de Visser, 2010). This also happen in other countries and not only in South Africa. Dang (2015) has also said political interference disturbs the processes of the local government because politicians interfere with the local government's affairs. In an ideal situation, the municipalities better operate themselves and with little intervention from national and provincial offices. The problem with politicians is that they always seek an opportunity to complicate the administration operation of municipalities. Their role should be limited to policy formulation and delivery of infrastructure, and they should leave other administrative issues to be dealt with by the administrators (Rogger, 2014).

Maserumule (2016) asserts that this political interference in local government complicates the affairs on the ground and emphasises a resultant disengagement of politicians in local affairs. The result of witnessed political interference is influenced by the belief that municipalities are overburdened with service delivery issues and prone to corruption (Maerumula, 2016). It is acknowledged that most challenges that are experienced in municipalities are influenced by political interference and financial implications (Stanton, 2009)

3.12.2. Lack of Capacity

As a local government institution, one of the major challenges faced by leadership on service delivery is a shortage of sufficient staff and incompetence of such staff to deliver the services efficiently and effectively (Mpehle, 2012). The lack of adequate expertise has contributed to inadequate personnel in many municipalities, with significant consequences for the delivery of services. Mpehle (2012:222) attests that "One of the underlying causes of lack of service delivery by municipalities in South Africa is the inadequate human capacity". 71 percent of public participants believe that municipal officials, particularly those in positions of power, are appointed not

solely on the basis of their knowledge, skills, qualifications, competence, and experience, but also on the basis of their political connections and bias. (Mpehle, 2012). It is essential to adhere to guidelines on minimum competency levels in municipalities in order to achieve successful local government and service delivery. The services are compromised in most of the municipalities due to the lack of capacity, knowledge, skills, qualifications, competence and experience of the officials.

3.12.3. Corruption

Increases in corruption, unacceptably high crime levels by leadership in the municipalities are also being seen as service delivery failure in the municipalities (Hough, 2011). Elected government officials' legislation rights for unlawful or illegal private benefit is corruption (Kramer, 1997). There are different forms of corruption. Despite the existence of a code of good behaviour, because of corruption and lack of integrity, most politicians in South African have lost their reputation (Kramer, 1997). Craythorne (2003), agree that corruption is a personal degradation that appears in the use of unethical practices such as bribery, corruption and fraud. Depending on how powerful a position the individual official occupies, the extent of corruption varies (Khan, 1997). According to Gray and Kaufman (1998:7) the dichotomy of political administration in South Africa has created municipal officials who are unethical to "the degree that some grant government contracts or tenders for personal benefit to their friends and relatives, which demonstrates the utmost violation of ethics". To make matters worse, most municipalities have been unable to provide services efficiently as a result of corrupt politicians mishandling and exploiting public funds (Gray and Kaufmann, 1998:7). Government representatives implicated in unethical activities have rarely been suspended, and they were not obligated to surrender their accumulated wealth to the municipality.

3.12.4. Poor Governance

Bad governance and lack of internal oversight are also seen as one of the main problems for failing to provide services in municipalities (Mpehle, 2012). Poor governance and delivery of services have resulted from political and administrative leadership (COGTA, 2009). South Africa's State of Local Government Overview Report (2009) shows that shortcomings hamper local government in governance and

service delivery systems. Such difficulties include low transparency, poor distribution of information, political-administrative interface issues, poor financial management. There is a violation of the legislative framework by the political leadership in the municipalities (The Research Unit of Parliament, 2009). These contribute towards contract disputes which in turn, promote fraud in the municipalities and undermine the provision of service (Mpehle, 2012).

3.12.5. Lack of Supervision

According to Nengwekhulu (2009:354), "the lack of oversight, performance improvement and control has the potential to undermine the fulfilment of municipal goals". To ensure the safe and successful implementation of the delivery of services and the efficient implementation of initiatives, supervision and monitoring are necessary (Smith, 2013). Municipal leaders are said to lack accountability in running municipal affairs, which is something to be concerned about (Nengwekhulu, 2009). In addition, Nengwekhulu (2009) argues that local leaders' actions frequently result in a conflict of interest. In addition, when they do not comply with the rules, no action is taken against senior officials to hold them liable (Nengwekhulu, 2009).

3.12.6. Poor Public Participation

Lack of public participation is also one of the challenges affecting service delivery in the municipalities. According to Tsatsire (2009:166), "public engagement is a constitutional and legal necessity". Mpehle (2012) point out that citizen participation can serve as a means of converting dependents into independents, i.e., converting the poor from passive consumers of services into providers of those services. Thus, by taking part in government, poor people are able to benefit both economically and socially. Eversole (2005:4) confirms that to resolve the issues of service delivery, government leadership must include people in defining problems with service provision and coming up with positive solutions. Besides, if the public is involved in service delivery decisions, they become the watchdogs of service delivery and therefore, an abuse of power and corruption decreases (Eversole, 2005).

3.13. CONCLUSION

This chapter has explained the concept of leadership and outlined the theories related to the study in an attempt to understand leadership and service delivery. It discussed various authors and unpacked various arguments. It is discovered that theories have an important role in choosing a leader who would have an impact on society through enhancing access to services. The importance of good governance in relation to service delivery has been highlighted. The challenges of leadership are one of the factors that have sparked concern and dissatisfaction about the poor quality of life in South African communities, particularly in Greater Giyani Local Municipality, where communities blame leaders for poor service delivery. The methods utilized to accomplish the research objectives are covered in the following chapter.

CHAPTER FOUR: RESEARCH DESIGN AND METHODOLOGY

4.1. INTRODUCTION

The purpose of this chapter is to describe the methodology and the research designed used for completing the research. In reality, the research method utilized by the researcher determine the success of a research study. The purpose of research study is to uncover questions that individuals have about the society they live in, especially sensitive subjects. Because of this, it is essential that the methodological issues be taken into serious consideration because improper or irrelevant methods will lead to incorrect results or conclusions and incorrect recommendations will also be made. (Gedes 2004:19).

This chapter focuses on the research design, study area, target population, sampling procedures and size, data collection instruments, data analysis, validity and reliability, limitation of the study, and ethical considerations as well as the significance of the study. The purpose of the research methodology and research design chapter is to justify the reasons for whether or not the methods chosen to conduct the study are appropriate, so that recommendations can be made in relation to the research topic. According to O'Leary (2005:95), "the study technique or research methods should serve as a framework for the collection of paradigmatic assumptions. The data gathered can be seen as facts, and it can also be put to the test". In contrast, Holden and Lynch (2010) view research methodology as a system that is a result of the methodological decision that is made in order to collect evidence during the study.

4.2. RESEARCH DESIGN

The research design is a method of organizing research or the study and illustrating how all of the study's major components, such as the sample or group, measures, treatment or programs, and assignment processes, worked together to answer the central research questions (Trochim, 2006:1). Research design is important in revealing a specific understanding of difficulties that humanity faces. To achieve such a knowledge, researchers must adhere to a specific study plan or approach in order to make sure that the outcomes are evidence-based. According to Trochim (2006: 68), research design "is a plan for a study that provides the general framework for data collection". For to Denzil and Lincoln (2005), research design is a strategic framework for action that acts as a link between research questions and the execution or implementation of a research plan. Researchers may choose between the three available approaches to research, which include qualitative, quantitative and mixed-method approach.

4.2.1 Mixed Method Approach

A mixed method research approach was deployed for the purpose of this study, in which both qualitative and quantitative research methods were utilized to gather data. An entire premise of this type of research method is that using qualitative and quantitative approaches together provides a better understanding of a research problem than whichever approach is used alone. This type of research technique is

frequently used to compensate for a weakness in one method with the strengths of another. (Teddlie & Tashakkori, 2009).

4.2.1.1. Qualitative Method

In qualitative research, observers are found in a given situation in order to uncover the truth of a research problem. This is where one examines situations in their natural surroundings in attempt to make sense of them by gaining their point of view. Qualitative research is a collection of interpretative and material practices that helps to make the world understandable and visible (Denzil & Lincoln, 2005:3). Qualitative research is an approach concerned with human sciences that depends on deductive models of explanation consisting of evidence in the form of words rather than figures. This study required in-depth knowledge on leadership, which compelled the researcher to collect information from the municipal officials and community members with distinct features. As a result, official's perceptions on the role of leadership on service delivery in the Greater Giyani Local Municipality were collected and analysed using this method. Qualitative research put the researcher in a good position to analyse the role of leadership on service delivery. Interviews with local officials were used to gather information. The use of the qualitative method was critical to collect data as a form of taking views of the municipal officials concerning the role of leadership on service delivery in the Greater Giyani Local Municipality.

4.2.1.2 Quantitative Method

This research approach is the collection of numerical information that is mathematically analysed to answer research questions (Denzil & Lincon, 2005). Robson (1993:307) states that quantitative research is the approach mainly dealing with numbers. It is important to understand that quantitative methods present data that is gain or obtained from exact figures or measurements as opposed to qualitative methods, which present qualitative data. The purpose of quantitative research methodology is mainly to quantify a problem through the collection of numerical data that can be used as a basis for statistical analysis. In research, the quantitative design formulates facts and reveals patterns in a big population. The quantitative research design uses questionnaires and surveys to collect data. This method of data collection was used in the study to collect facts about the role of leadership on service delivery from the community members to generate their

perceptions. Data were obtained by circulating questionnaires to the community members.

4.3. SUMMARY OF THE STUDY AREA

The study was conducted at the Greater Giyani Local Municipality, which is located inside the Mopani District Municipality. As part of the Limpopo Province, Mopani District Municipality share its borders with Capricorn, Sekhukhune, Vhembe and Waterberg district municipalities. Greater Giyani Local Municipality was establish under the Republic of South African's Constitution 1996. The town of Giyani is located approximately 155km from Polokwane. Greater Giyani Local Municipality comprise of 91 villages whereby the researcher was concentrated only in ward twenty-three, which consist of five villages. The villages include Kheyi Village, Guwela, Mbendle, Mushiyani and Nsavulane

4.4. TARGET POPULATION

According to Polite and Hungler (2002:134), the term "population" refers to the entire number of people with specific characteristics that the researcher is interested in as part of the research study. Denzil and Lincon (2005:19) define a population as "the total group of person or universal collection of items or elements to which the study relates". Gerrish and Lacey (2010: 17) state that a population is a "full group of participants from which the researcher wants to generalize the findings of the study". The total group of people involved in this study is the people residing in ward 23 under Greater Giyani Local Municipality. However, the target population for the study comprised 110 people. This 110 people include 10 municipal official and the community members from the five villages in ward 23, ward councillor, municipal councillors and municipal officials. The villages include Kheyi, Guwela, Moshiyani, Mbendle, and Nsavulane.

4.5. SAMPLING

The process of sampling is the selection of units from a population so that the results of the study can properly be generalized to the population from which the units were selected (Trochim, 2006). According to Levine, Stephan, Krehbiel, and Berenson (2005) a sample is considered as a group of the population chosen for analysis, and

the population as the whole of objects under consideration. According to Fox & Bayat (2007: 54), sampling refers to the "process by which elements are drawn from the population under study". Creswell and Plano Clark (2008) point out that the sample is part of the population from which the researcher gathers information. Essentially, the main purpose of the sample is to provide the researcher with the ability to conduct the study among members of the population so that results can be derived that can be used to infer conclusions that apply to the entire population (Derksin, 1988: 6). A sample is used to draw conclusions about the entire population. According to Mugo (2002), a sample is a set of respondents selected from a large population. According to Yount (2006), sampling is the process of picking a group of people who will represent the larger group from which they were chosen.

Since the study used both qualitative and quantitative method research design approach, both the purposive (non- probability) sampling and random (probability) sampling have been utilised to abstract the required data from the respondents. To complete the study, the researcher interviewed 10 employees of the Greater Giyani Local Municipality. The researcher also managed to circulate 100 questionnaires to the selected villages around Greater Giyani Local Municipality. The community members were randomly selected to fill out the questionnaires. In fact, the study recruited 100 community members from selected villages under Greater Giyani Local Municipality's jurisdiction and 10 municipal officials. Initially the collective target population for the study is 110. The purpose of the sampling was to draw conclusion based on the respondents. The sample size provided the information that was required. Both non-probability and probability sampling was used to select participants for the research.

4.5.1. Non-probability Sampling

The non-probability sampling technique is a type of judgmental sampling approach in which the researcher selects a group of people who he believes can supply the needed information based on his judgmental knowledge. When researchers select participants based on information they have obtained from prior knowledge and information that could be important to them, they use a purposive sampling strategy. As described by Mugo (2002), nonprobability sampling involves the intentional

selection of wide variations in dimensions of interest. According to Teddlie and Tashakkori (2009), Purposive sampling enables the researchers to determine what needs to be known while also identifying people who might be able to provide the information based on their knowledge or expertise with the topic area. As a result, the researcher relies on observation of people from various backgrounds or positions within the population group. In this study, purposive sampling, for instance, is used to reach out to officials in Greater Giyani Local Municipality. This was purposefully meant to acquire more information from the employees who have knowledge and understanding of the research subject. The researcher interviewed 10 employees in the Greater Giyani Local Municipality. Purposeful sampling was effective in this study since the information was received from employees who were at the level of understanding.

4.5.2. Probability Sampling

According to Creswell (2003: 54), "probability sampling implies some type of random selection in the selection of the elements". This sampling method necessitates a selection process in which each member of the population has an equal and unbiased chance of being chosen. Random sampling implies that it is used to reach a high number of respondents, where the use of a questionnaire is randomly distributed to the segmented population. The researcher distributed 100 questionnaires in the selected villages under Greater Giyani Local Municipality. Probability sampling was used targeting at least 20 participant per village. Gender equality was also considered.

4.6. DATA COLLECTION INSTRUMENTS

Data collection can be obtained through the usage of several techniques. The researcher used primary data, which was acquired from participants through questionnaires and semi-structured interviews as well as secondary data, which was collected from journals, books, articles, and legislative frameworks, for this research study. By using multiple data collection methods, the researcher were able to provide independent and contrasting views of the leadership structure and patterns associated with service delivery in the Greater Giyani Local Municipality.

4.6.1. Questionnaires

Questionnaires are helpful tools for gathering data on a certain study topic by asking individuals questions in the form of a self-administration interview. (Siniscalco & Auriat, 2005: 3). A questionnaire, in other words, is a set of questions intended to gather information from individuals. In this study, questionnaires were useful in safeguarding participants' secrecy, allowing them to participate freely in the study while knowing that their names would not be published. The questionnaire did not ask for the participants' names or any other sensitive personal information. Before distributing the questionnaire, it was tested with a small group of co-workers to see if the questions were clear and straightforward to respond to. One hundred (100) questionnaire were distributed in the selected villages under Greater Giyani Local Municipality. These villages include Kheyi, Guwela, Mushiyani, Mbendle and Nsavulane. The questionnaire was used to supplement the information gathered from interviews. All of the 100 questionnaires sent to responders were returned. This indicates a favourable response because all of the expected questionnaires have been returned for analysis.

4.6.2. Interviews

As a means of gathering qualitative data, the study used semi-structured interviews to collect data in the Greater Giyani Local Municipality. According to Stephen, Schensui and Jean (1999:149), semi-structured interviews are conducted with a representative sample of respondents to confirm the study domain. They consist of present questions linked to topic of interest. The researcher can explain questions in a semi structure interview if the respondents are unsure of what is being asked (Brynard & Hanekom, 2006 : 40). During the study, 10 government leaders in Greater Giyani Local Municipality were interviewed in a semi-structured interview that included themes on leadership, service delivery and a list of open-ended questions. For recording interviews, technological tools were utilised to ensure that the researcher used revised material that accurately reflected the participants' experiences on the subject under investigation. As part of the ethical consideration, information was deleted after adequate recording on paper to safeguard the safety of participants. Semi-structured interviews assisted the researcher in making follow-up questions to understand the responses as described by the participants. Interviews

are among the most challenging and rewarding forms of measurement. An interview, according to De Vos (2006), is a session that permits the researcher to obtain a better understanding grasp of the participant's perspective on a certain topic as they interpret their experience. It should be noted, however, that due to job commitments, several respondents did not keep their scheduled interview sessions.

4.6.3. Document Analysis

Documentation is a set of documents that can be used to get particular information for the study (Creswell, 2003). Research questions were addressed by extracting information from legislation and policies others sources on leadership and service delivery. Using these sources, the researcher were able to identify how the political and administrative leadership responds to the demands of delivering services to the people of South Africa. The study was based on the analysis of published material. The material used in this study includes academic books, journal articles, research papers, and web sources. This was done to frame relevant literature in order to portray the progression of the proposed study's creation of value. This allowed the researcher to learn about different scholars' perspectives regarding the role of leadership and service delivery, as well as approaches that can be used in South African municipalities to promote leadership and improve service delivery.

4.7. DATA ANALYSIS

According to Hardy and Bryman (2009:1), data analysis is a set of techniques that assist in the description of facts, the detection of patterns, the development of explanations, and the testing of hypotheses. Gerring and Lacey (2010) attest that data analysis is a process where one transforms data collected to gain useful information and come up with conclusions. Data analysis, as defined by Marshall and Rossman (2016), is the process of giving order, structure, and meaning to a large amount of data. Data analysis is a method of reducing and organizing data in order to provide conclusions that the researcher must interpret (Burns and Grove, 2003). Data were analysed in two ways, namely the qualitative and quantitative, as such, different methods of analysis were used. Qualitative research relies primarily on human perceptions and understanding (Stake, 2011:11). In order to give interpretation and analysis on interview replies, the qualitative data were coded in terms of the similarity of the participants' responses (themes). The study employed

both MS Excel and the Statistical Package for Social Science (SPSS) for analysing quantitative data. Fundamentally, the SPSS was utilized as the primary tool for analysis, while MS Excel was utilized to validate the results and creation of graphs. Based on the definition of Creswell (2003), quantitative research is an investigation into an identified problem, based on a test of a theory that is measured with numbers and analyzed using statistical methods. Data were analysed by making reference to the questionnaires with varying degrees of beliefs of options such as strongly agree, agree, disagree, strongly disagree and uncertain.

4.8. LIMITATIONS OF THE STUDY.

According to Huberman and Miles (2006), all research have limits, hence, it is critical to acknowledge the limitations associated with the study. To begin with, leadership is a broad term that is still being researched by scholars. This makes getting an academically agreed-upon definition of leadership and its application to service delivery difficult. It is not possible for this study to provide a comprehensive picture of all the challenges experienced by the communities and the political and administrative leaders in Greater Giyani Local Municipality. The researcher experienced financial constraints, for instance, moving from village to village was a factor. The researcher had to exhaust few resources at his disposal to complete this research. Furthermore, time constraints had a negative impact on the research. A limited amount of time was spent with the 10 municipal officials due to their work commitments. Moreover, some respondents were not willing to disclose some sensitive information like for example, failure due to mismanagement of finances.

4.9. VALIDITY AND RELIABILITY

Gerring and Lacey (2010) state that reliability and validity are two key factors in research since they contribute in analysing and judging the research's quality. The validity, according to Golafshani (2003:599), is a technique for determining if a study accurately reflects its purpose and the accuracy of its findings. On the other hand, reliability refers to the accuracy and consistency of measurements. Questionnaires and semi-structured interviews were used to collect data for this study. To confirm the study's validity and reliability, the researcher conducted a pilot test to eliminate uncertainties and ensure that questionnaires and interview guide were aligned with the study's aim and objectives. The supervisor approved both instruments.

4.10. ETHICAL CONSIDERATION

According to Dumisa (2010), ethics in research are the standards of behaviour expected of individuals and organizations involved in research, as well as, the respondents who provide the researchers with the data necessary to conduct the study. It is at the core of ethical research to ensure that no one suffers adverse consequences as a result of research (Creswell, 2003). In conducting this study, the researcher was guided by the following ethical values namely: ensuring permission is obtained, informed consent, ensuring no harm to the participant, anonymity and confidentiality.

4.10.1. Ensuring Permission is obtained

In every aspect of the study, the researcher followed the ethical standards set by the University of Limpopo. The researcher ensured that ethical clearance was received from Turfloop Research and Ethics Committee (TREC) before engaging in the actual research to validate the study. The researcher asked and received permission from the Greater Giyani Local Municipality to conduct research in the study area, which was granted in the form of a letter.

4.10.2. Inform Consent

In order to exercise their right to make a timely and informed decision whether or not to participate in a research project, potential research participants should be provided with enough information about a study in a way they understand (Lambert, 2000). Before agreeing to participate in the study, all participants were given a thorough explanation of the study's purpose. They were informed about the study's duration, all related activities, and any potential dangers associated with their participation. The participants who agreed to take part in the study were asked to fill out and sign a consent form as a way to formalize their agreement.

4.10.3. Ensuring no harm to the Participants

Respect for people and their personal space is essential. The participants were assured that taking part in this study would not hurt them. Prior to the completion of questionnaires and interviews, the risk of harm was assessed. Participants' names

were not mentioned in this study to avoid the possibility of victimization. They were informed that if they felt unsafe, they had the option to withdraw from the study.

4.10.4. Anonymity and Confidentiality

Crandall and Diener (2006) contend that confidentiality must be maintained within the research in order to protect the privacy of the respondents. Confidentiality and anonymity were guaranteed to the participants. Anonymity means that the names of the research respondents are kept strictly confidential throughout the research process so that they are not known to anyone other than the research team, namely the researcher and supervisor. According to Taylor, Powell and Renner (2013: 1), Confidentiality refers to not identifying participants by attributing comments in a report or presentation. Therefore, the data that was collected was treated with confidentiality. Participants were advised on both the questionnaires and the interview that they were not obligated to answer questions if they did not want to, as this would violate their right to confidentiality.

4.11. CONCLUSION

Research must be conducted according to specific method to be considered scientific. This chapter clearly outlined the methods employed in the collection and the analysis of data for this study. The research design and methods used to collect data on the role of leadership on service delivery in the South African municipalities were justified in this chapter. The target population, sampling and data collection instrument were critically unpacked with the purpose of giving proper and relevant information related to the study. The chapter outline how data were obtained from the respondents. The adopted methods were effective in helping the researcher to obtain the required data to complete the study. This chapter also discussed and unpacked the limitation of the study. In addition, this chapter provides information regarding the reliability and validity of the information collected in this study. The anonymity and confidentiality together with ethical consideration and significance of the study were articulated in this chapter and the important of both have been emphasised. The next chapter focuses on presentation of the research findings, analysis, and interpretation of results.

CHAPTER FIVE: PRESENTATION OF RESEARCH RESULTS, ANALYSIS AND INTERPRETATION

5.1. INTRODUCTION

A description of the research design and methodology was presented in the previous chapter as well as concepts pertaining to study area, research method, and data analysis, significant of the study, ethical consideration, validity and reliability of the study as well as the limitation of the study. The various techniques used by the researcher to collect data were also outlined in the previous chapter. As a result, the results, interpretation and analysis of a study on the role of leadership on service

delivery in the South African municipalities are presented in this chapter. This chapter discusses the data and analysis of findings gathered during field research in order to address the aim and objectives of the current study. The researcher adopted a mixed-method technique. Therefore, the results are based on both qualitative and quantitative methods. The quantitative research findings were gathered through questionnaires, and the results were analysed using the statistical package for social science (SPSS), presenting them through tables, charts, and graphs. In terms of qualitative elements, data was collected through semi structured interviews with municipal officials in Greater Giyani Local Municipality.

5.2. RESEARCH FINDINGS

In the study, data is presented in two ways. It provides and analyses data gathered through qualitative and quantitative approaches. The study will begin with analysing data acquired via questionnaires, which represents quantitative research methods, and then data collected via face-to-face interviews, representing the qualitative research approach employed in the study.

5.2.1. Data Collected Through Circulation of Questionnaires

Questionnaires were circulated to the community members of the selected villages in the Greater Giyani Local Municipality. In the view of Pompanon and Raufaste (2007), a community is a group of individuals with some characteristics in common, such as, religion, norms, identity or values. The study included community members because the community are an important component of service delivery. To back up this claim, Nelson and Wright (2007:45) claim that community involvement allows people to make decisions that have an impact on their lifestyle. The involvement of the community contributes to the well-being of citizens and to their development as a whole.

5.2.1.1. Percentage of the returned questionnaires

The table below shows the total number of people that participated in the quantitative element through questionnaires for the purpose of the research project.

Respondents	The number of questionnaires	The number of questionnaires	Percentage of returned

	issued out	returned	questionnaires
Community members	100	100	100%

Table 1.1: Total number of the respondents

Table 1.1 represent the response rate of the survey. The community members of the designated villages in the Greater Giyani Local Municipality were given a hundred questionnaires. All the Hundred questionnaires were returned. The response rate was 100%. This means that a hundred questionnaires were used in the data analysis process. Participants had to indicate in an appropriate block with varying degrees of belief concerning the role of leadership in service delivery. The respondents properly completed all returned questionnaire. Questionnaires were circulated to the target population of the study.

5.2.1.2. Biographical data of the participants

Before understanding the responses from the respondents who took part in the research project through the utilisation of questionnaires, the researcher needed to consider the significant part of probing about the biographic of the respondents, to understand the kind of people they are dealing with. The biographical information of respondents is crucial since it provides a clear indicator of the study's participants. This made the researcher's work simple in terms of understanding the view of the people from various backgrounds. For the purpose of this study, issues that were considered relevant were, namely; gender of the respondents, age group, the village where they reside, marital status, number of dependents and employment status. This action assisted in the understanding of the profile of the respondents dealt with. The results with regard to the biographical information for this study are demonstrated below.

5.2.1.2.1. Gender

For a long time, debates about development and democracy have often centred on gender issues. Leadership also deals with a significant amount of gender equality, concepts like affirmative action and women's empowerment have been introduced to come up with methodologies to improve the situation and empower women. Gender of the respondents is important in this research in order to ensure that perception obtained from the respondents is not gender influenced. However, the problem of leadership on service delivery is not gender basis but is an issue that affect all gender in the society.

Figure 1.1: Gender of the respondents
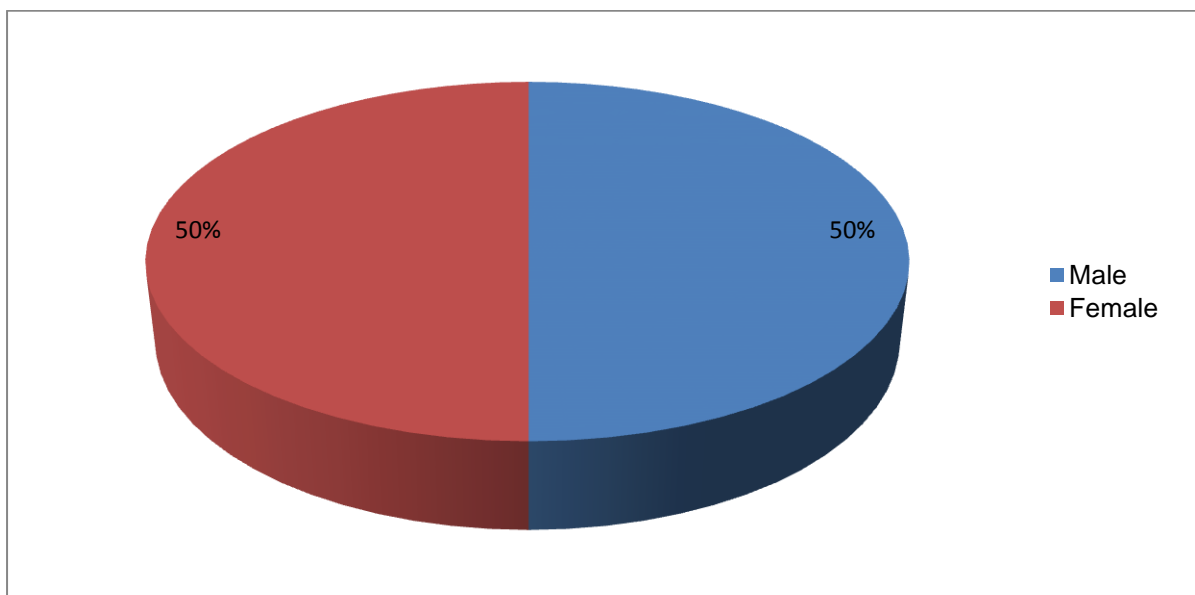
Figure 1.1 illustrates the statistical analyses in percentage, of the gender group involved in the quantitative research methods as respondents to questionnaires. The researcher collected data from 100 participants in selected villages in the Greater Giyani Local Municipality, that is, 50 females and 50 males. To avoid bias in the study and to meet the criteria of gender equity and equality in the study area, the gender distribution was made equal. The role of leadership and service delivery in the South African municipalities is influenced by a lack of equity and equality (Mawila, 2015). Hence, the new democratic South Africa promotes a 50/50 gender policy in the country.

5.2.1.2.2. Age

The pie chart below illustrates the statistical analysis based on the respondent's age that participated in the research study. The age group of the respondents determine the response they will provide to the researcher. The age of the respondents is important depending on the information required by the researcher.

Figure 1.2: Age group of the respondents
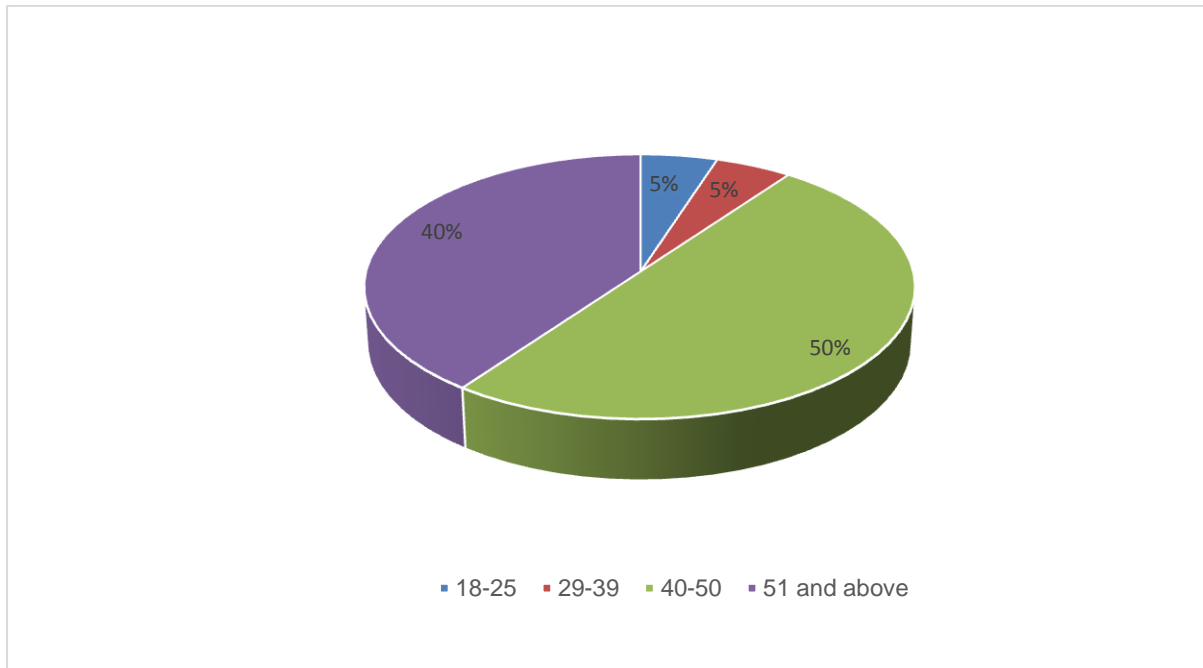
The age group of this study consist of the majority of the people who are between 40 and above. Those that are between 18 to 39 were few. From the above age distribution, the study clearly indicate that most of the participants were elderly. Mashele (2015) believes that younger people think positive in the research study. Although Mawila (2015) support the old brid, he argues that experience is the best teacher. According to the narrative responses from the pilot study, most of the areas in Greater Giyani Local Municipality lack service delivery because of the young political leaders and inexperience administrators.

5.2.1.2.3. Highest level of education

Based on voluntary responses to the questionnaires, the information in the following table represents the statistical analysis of the respondents' education level. The educational level of the respondents helps to confirm the data collected. The

reliability of the respondents determines whether the data obtained can be trusted. The educational status of the respondents is indicated as follows:

Table 1.2: Educational level of the respondents

ITEM	NO OF RESPONDENTS	PERCENTAGE
PRIMARY	20	20%
SECONDARY	50	50%
TERTIARY	06	6%
OTHER	10	10%
NO FORMAL EDUCATION	14	14%

Table 1.2 reveals that the most of the participants (50) received their educational level up to secondary level. The above analyses relived that they were few community members who got their qualification from tertiary. Given the above information, it is evident that the majority of respondents did not complete tertiary education, hence lack of understanding and its implication on service delivery. Motaung (2013) believes that people with tertiary education have more understanding than people without. From this statement, it is clear that people without formal education can always be a burden to other people of organisation. Lack of good leadership can influence the policy makers and administrators to apply inappropriate leadership styles on the provision of service delivery in the Greater Giyani.

5.2.1.2.4. Village where the respondents reside

The table below illustrates the statistical analyses of the participants according to their villages. The current study involved participants residing in ward 23 in order to get different perception on the role of leadership on service delivery. Ward 23 is situated in rural area under Greater Giyani Local Municipality. Their nearest town is Giyani town where shopping malls and municipal offices are found.

Table 1.3: Village where the respondents reside

NAME OF THE VILLAGE	NUMBER OF RESPONDENTS
KHEYI	20
GUWELA	20
MUSHIYANI	20
MBENDLE	20
NSAVULANE	20

The current researcher involved 100 participants that is 50 male member of the street comities and 50 female community members from different leadership communities. These street committee leaders had three years' experience in the implementation of projects related to service delivery in the ward. The researcher distributed 20 questionnaire per village. 80 out of the 100 respondents do not see the importance of leadership because of poor service delivery.

5.2.1.3. Interpretation of data collected and analysis

The researcher expresses the analysis and interpretation of data obtained in this section. It is crucial for the researcher to interpret and analyse data in order to answer research questions from the collected data. Data was collected using a set of adjectival evaluations such as agree, strongly agree, disagree, strongly disagree and uncertain. Such quantitative data were processed using the SPSS software and it gave the percentage of various degree of belief. The researcher were provided with relevant data on the topic under investigation thanks to the responses from respondents.

5.2.1.3.1. Poor leadership and service delivery

Figure 1.3 illustrates the statistical analysis of the poor leadership on service delivery in the area of the study. Poor leadership has an effect on the provision of service in the municipalities. In order to improve service delivery to the citizens, effective

leadership plays an important role. This can be realised from the responses stated below.

Figure 1.3: Poor Leadership and service delivery
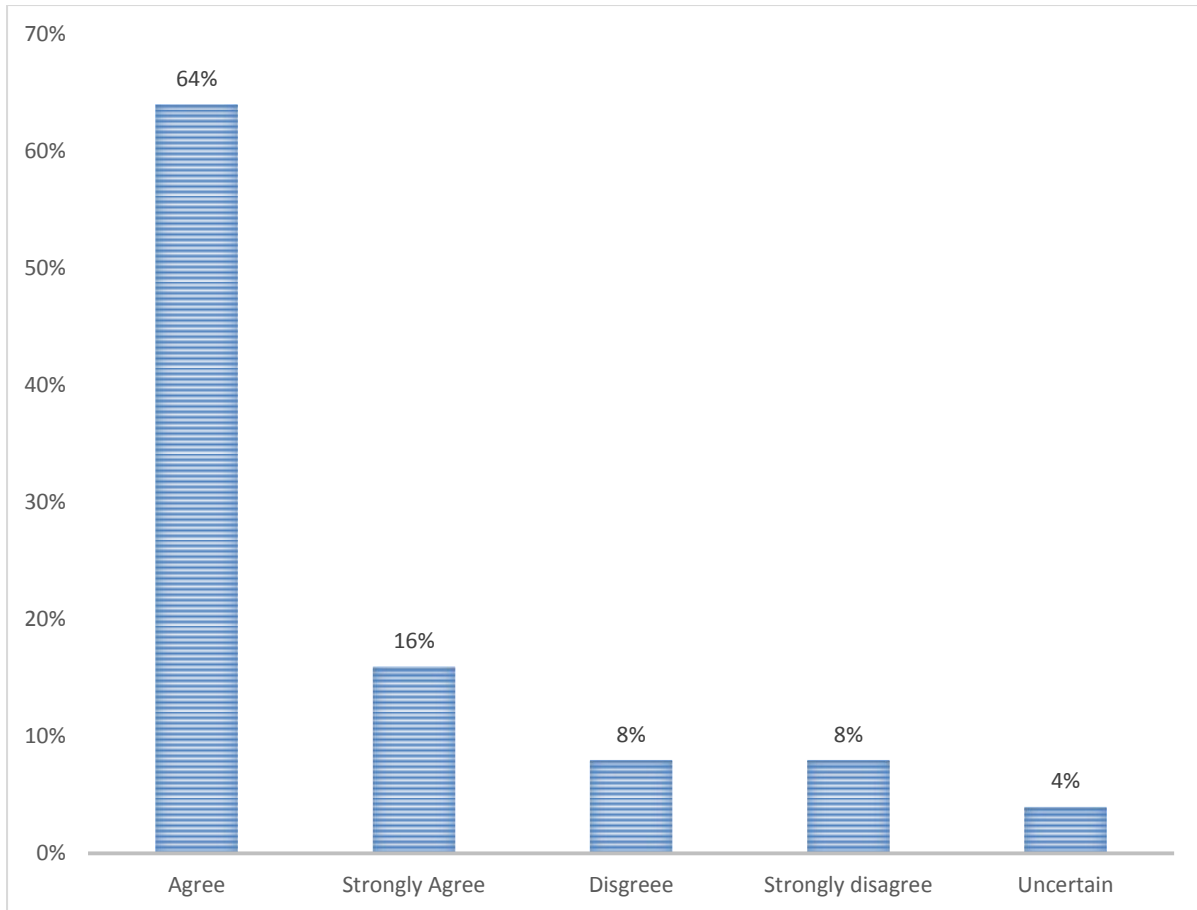
Figure 1.3 presents the scenario where the respondents indicated where poor leadership has an effect on service delivery in the area of the study. The results of the data collection showed that eighty percent (80%) of the respondents agreed with the statement. They agreed that managers should be good leadership to be able to enhance service delivery. In total, sixteen percent (16%) of respondents disagreed with the remark, while four percent (4%) were classified as uncertain. Based on the data shown above, it is evident that the majority of respondents agreed that poor leadership has an effect on service delivery. Inadequate leadership may result in the failure to complete the intended services in the study area. According to Mawila (2016), bad leadership can always obstruct the execution of service delivery in the South African municipalities.

5.2.1.3.2. Managers, leadership traits and service delivery

Figure 1.4 illustrate the statistical analysis of the managers who lack leadership traits. Managers must have leadership qualities and skills to be able to enhance service delivery. Not everyone can become a leader. Leaders who possess leadership skills and qualities are likely to survive in the field of leadership.

Figure 1.4: Managers, Leadership skills and service delivery
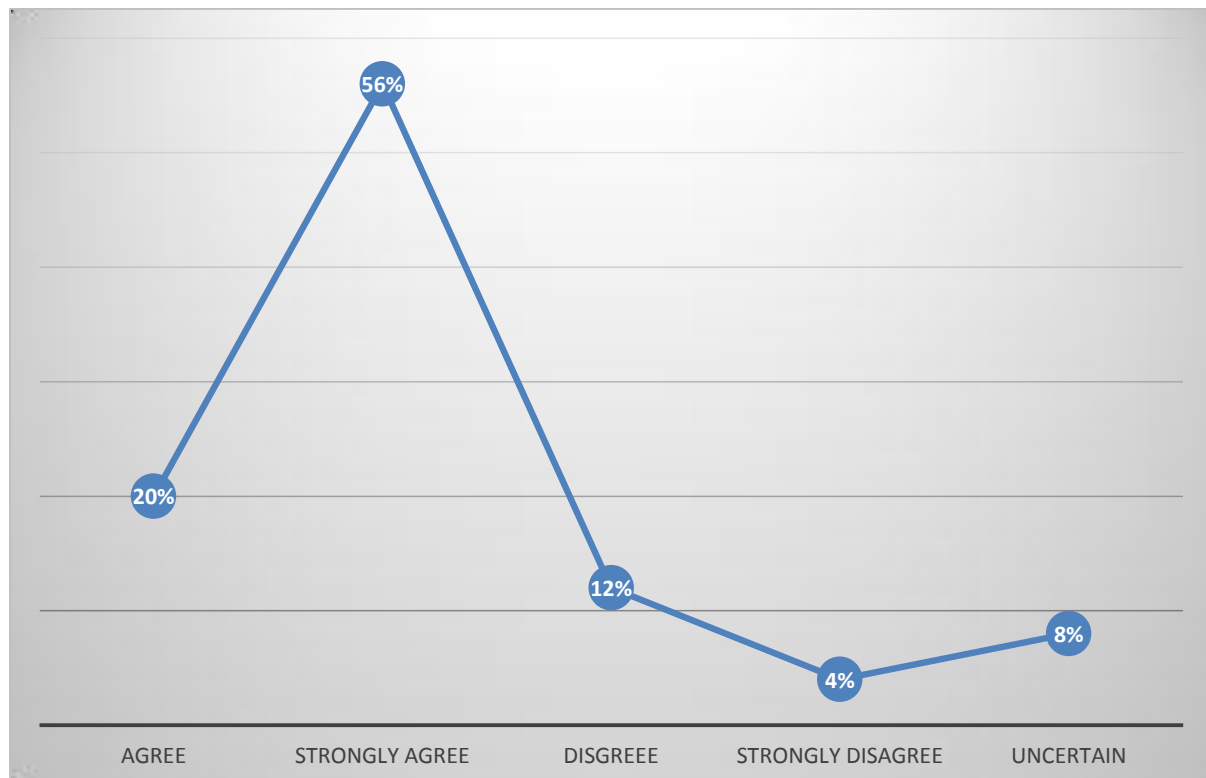
Figure 1.4 presents a scenario where the respondents were asked if the managers need leadership traits to be able to improve the provision of service in the Greater Giyani Local Municipality. Based on the information gathered by the researcher, the findings reveal that Seventy-six percent (76%) of the respondents are in agreement with the statement. Only sixteen (16%) of the respondents disagreed with the statement, while eight (8%) of the respondents were recorded uncertain. According to the results of the aforementioned analysis, the majority of respondents believe that managers need leadership traits to be able to enhance service delivery. Therefore, having leadership qualities as a manager is very crucial. Lack of leadership traits may lead to poor service delivery.

5.2.1.3.3. Developmental training program, leadership and service delivery

Figure 1.5 presents the statistical analysis of the importance of developmental training programs. Training of those who are in leadership plays a very important role in the implementation of service. The developmental training program can improve the role of leadership on service delivery. This is evident from the responses provided below.

Figure 1.5: Developmental Training Program, Leadership and Service Delivery
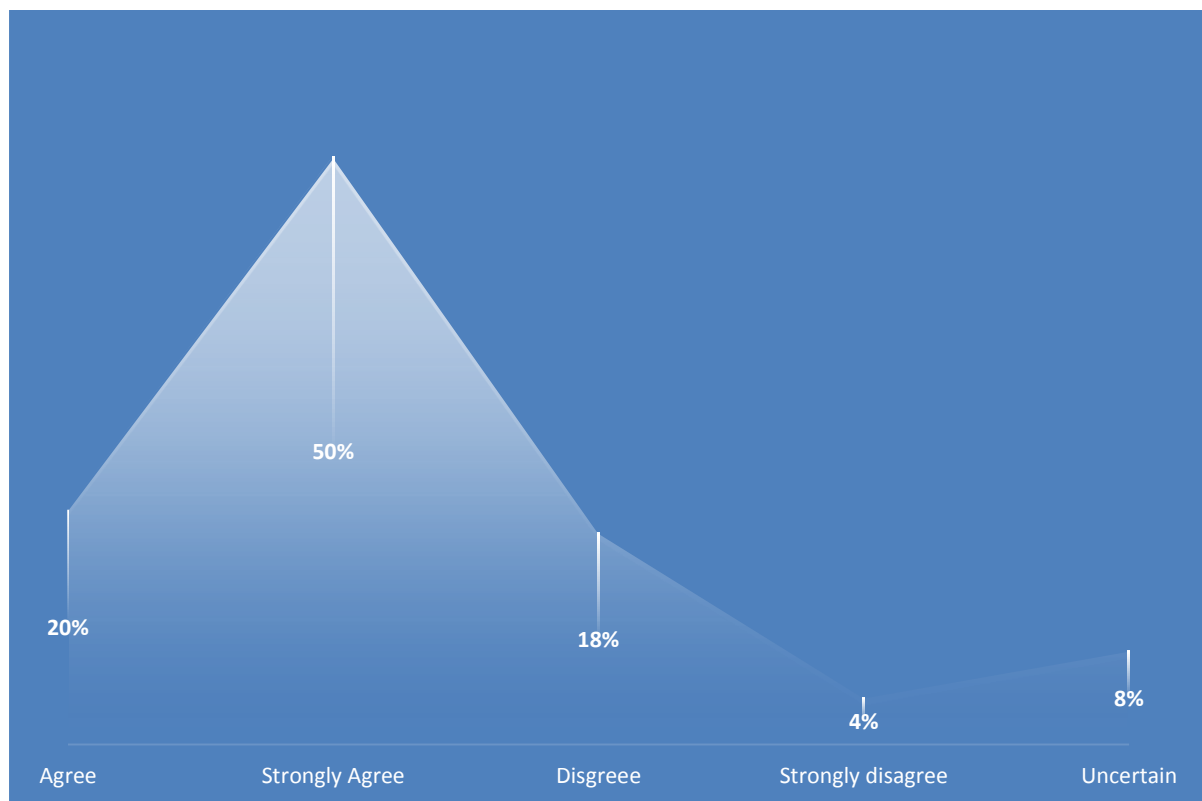
Figure 1.5, presents a situation where the respondents indicate whether developmental training affects the role of leadership on the provision of service in the Greater Giyani Local Municipality. The data collected shows that seventy percent (70%) of the respondents are in agreement with the statement, while twenty-two percent (22%) acted in opposition to the assertion. Only eight (8%) of the participants were recognized as being uncertain. Considering the above information, it can be seen that the majority of respondents believes the role of leadership on service delivery is negatively affected by a lack of development training programs in the area of the study. According to Nyathi (2018), the role of leadership in an organisation is determined by the training that officials have received. Training

clearly plays a vital part in leadership, as evidenced by the information provided above.

5.2.1.3.4. Budgetary constraints, leadership and service delivery

Figure 1.6 demonstrates the statistical analysis of budgetary constraints, leadership and service delivery. Leadership involves planning, leading, organising and control. In order to achieve this process, leadership in the municipalities need to provide service according to the budget to enhance service delivery. In the provision of services in the municipalities, budgets have an important role to play, as evidenced by the comments below.

Figure 1.6: Budgetary Constraints, Leadership and Service Delivery
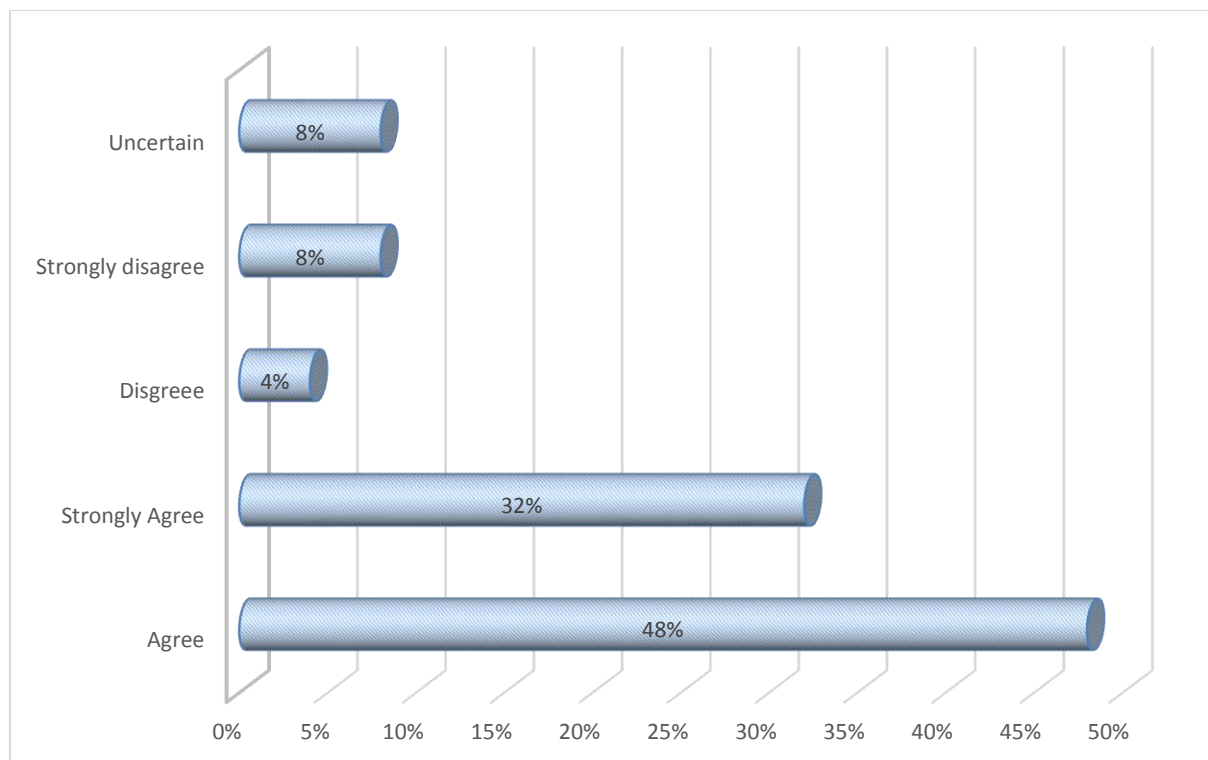
Figure 1.6 depicts a scenario in which respondents were asked to identify how budgetary constraints influenced the leadership role in delivering of services in the Greater Giyani. According to the data gathered, eighty percent (80%) of the participants are in agreement with the statement. Twelve percent (12%) of the respondents disagreed with the statement. Only eight percent (8%) of the respondents were captured uncertain. According to the findings of the above analysis, the highest number of participants confirmed that an inadequate budget

might have a detrimental impact on the role of leadership for ensuing long-term service delivery. Motaung (2013) states that an insufficient budget might have negative effect on the delivery of service. Lack of funds and unsuccessful budgeting can have negative results, as is evident from the above information. Before implementing any service, municipal leaders must carefully consider the issue of budget.

5.2.1.3.5. Compliance on municipal bylaws, leadership and service delivery

Figure 1.7 illustrates the statistical analysis of the compliance to the municipal bylaws. Municipal leaderships are involved in the scope, time and costs. The communities call for municipal leaders to comply with the rules and regulation of the municipalities. Greater Giyani Local Municipality is not excluded from the above compliance on the municipal bylaws.

Figure 1.7: Municipal Bylaws, Leadership and Service Delivery
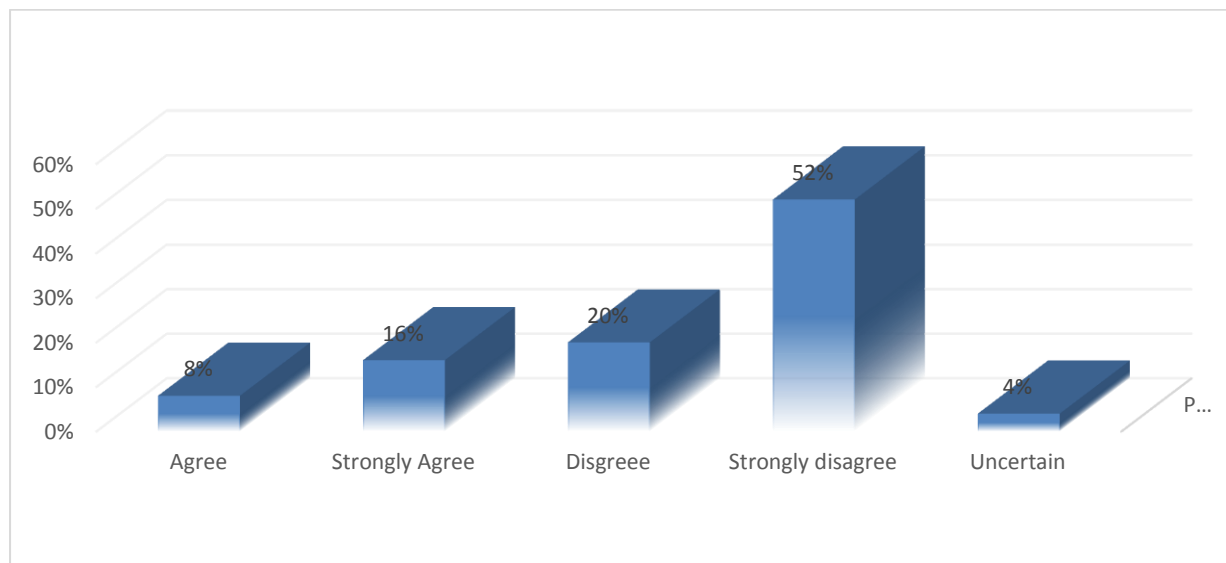
Figure 1.7 shows that seventy-two percent (72%) of the participants disagreed with the statement that lack of compliance on municipal bylaws affects the role of leadership on service delivery. Twenty-four percent (24%) of the participants are in agreement with the assertion, whereas four percent (4%) of the participants recorded uncertain. Based on the information presented above, it is evident that most of the respondent's disagreed that the municipal bylaws do not affect the role of leadership on service delivery in the area of the study. Motaung (2013) attests that the municipal bylaws enacted by the municipalities do not affect the implementation of

services. This statement clearly shows that the bylaws cannot hinder the role of leadership on service delivery.

5.2.1.3.6. Compliance to procurement, leadership and service delivery

Figure 1.8 illustrates the statistical analysis of compliance to procurement, leadership and service delivery. The way procurement is managed determines the success of service delivery implementation in municipalities. This process can also assist the municipal leaders improving local people by appointing their small businesses to provide service towards development. Procurement involves good governance, transparency, fairness and accountability.

Figure 1.8: Procurement, Leadership and Service delivery
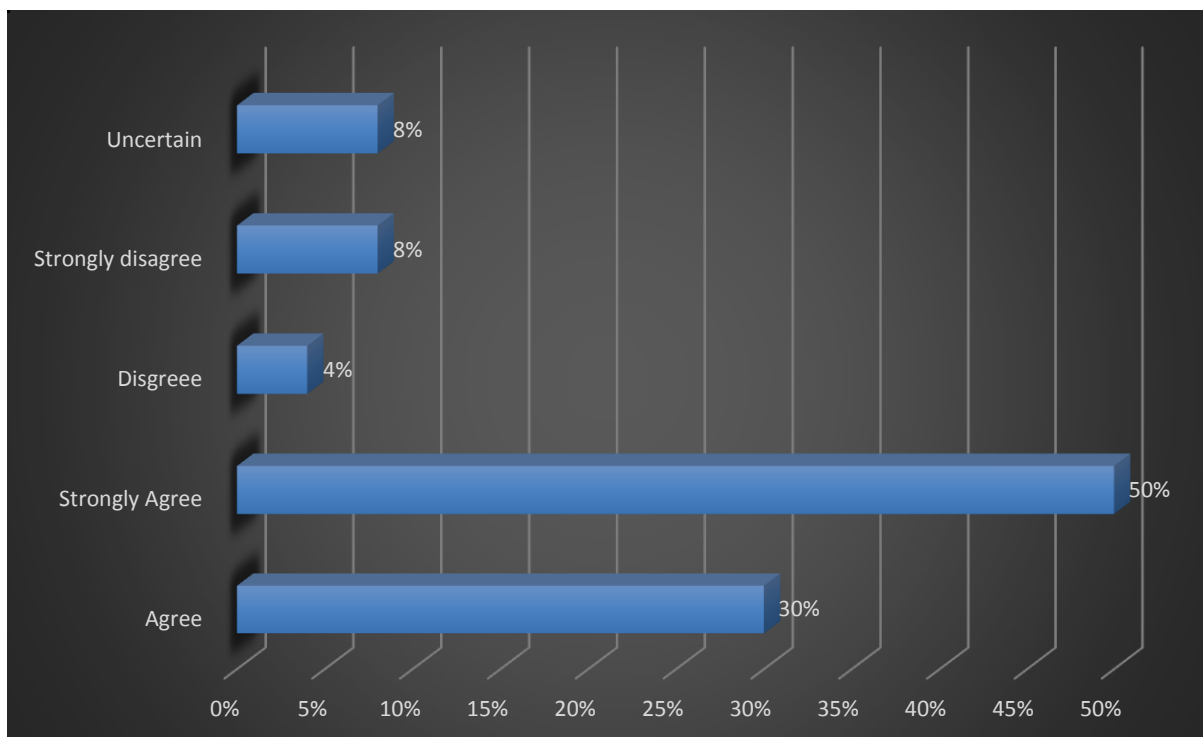
Figure 1.8 present the scenario where the respondents indicate whether lack of compliance to procurement processes affect the role of leadership on service delivery in the area of the study. Eighty percent (80%) of the participants are in agreement with the statement while twelve percent (12%) of the participants disagreed with the statement. Only eight percent (8%) of the participants recorded uncertain. Given the above information, it is evident that the majority of respondents believed that noncompliance with procurement processes could affect leadership

capabilities in service delivery. Lacking compliance to procurement due to mismanagement of funds can lead to poor service delivery.

5.2.1.3.7. Re-deployment of officials, political parties, leadership and service delivery

Figure 1.9 illustrates the statistical analysis of the impact of redeployment of officials by the political party. Redeployment involves the process of appointing officials from the same political party that they have affiliated with; these processes have compromised the provision of quality service because of unqualified officials who redeployed their own political members. This is realised from the responses stated in figure 1.9.

Figure 1.9: Redeployment, Political Parties, Leadership and Service Delivery.
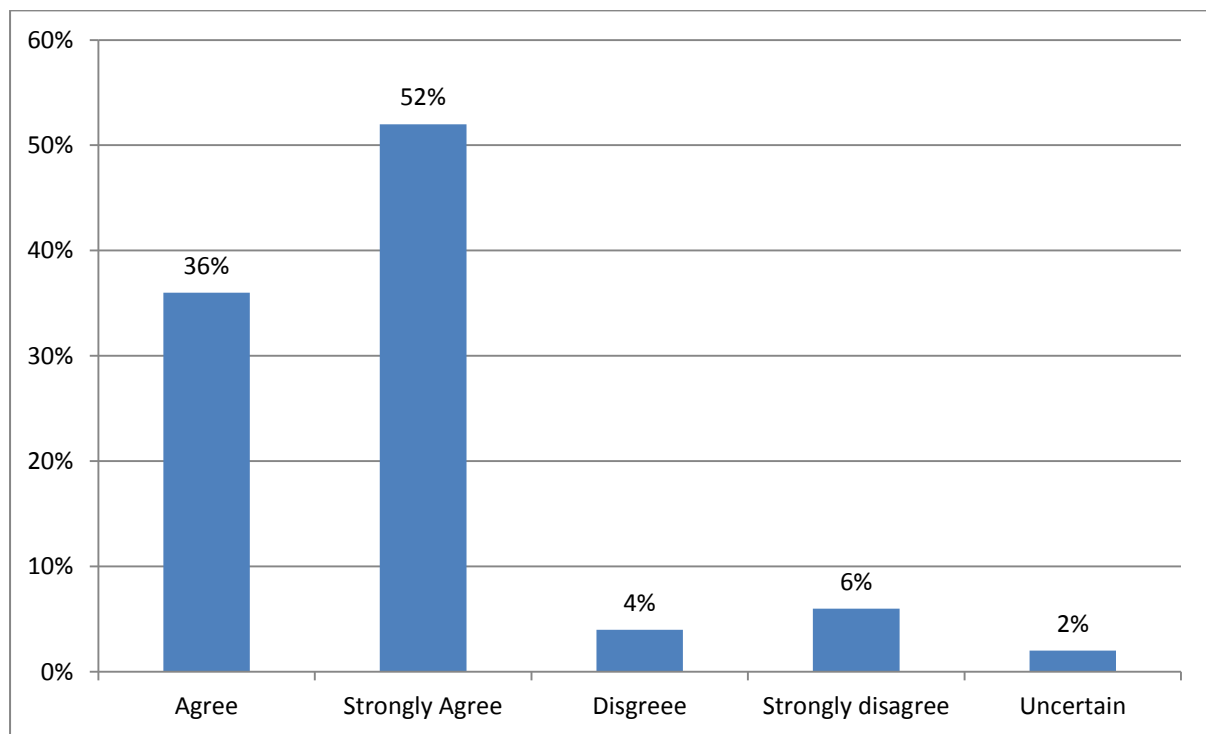
Eighty-eight percent (88%) of the participants agree that redeployment of an official by political parties might negatively affect the role of leadership on service delivery. Among the responders, ten percent (10%) disagreed with the statement. While two percent (2%) of participants were listed as uncertain. In light of the above data, it is obvious that most respondents agreed that the redeployment of officials by political parties might negatively affect the role of leadership in service delivery. According to Mawila (2016), the majority of incomplete programs are the result of the re-

deployment of unqualified service providers. From this information, it is evident that the redeployment of officials might hinders the management of services in the local municipalities for development.

5.2.1.3.8. Infrastructure, leadership and service delivery.

Figure 1.10 illustrates the statistical analysis of proper road infrastructure to improve service delivery. For leaders to do their job properly, they need to use quality road infrastructures that can enable them to move from one place to another. Good road infrastructure always accelerates the implementation of community services in the local municipality.

Figure 1.10: Infrastructure, Leadership and Service Delivery.
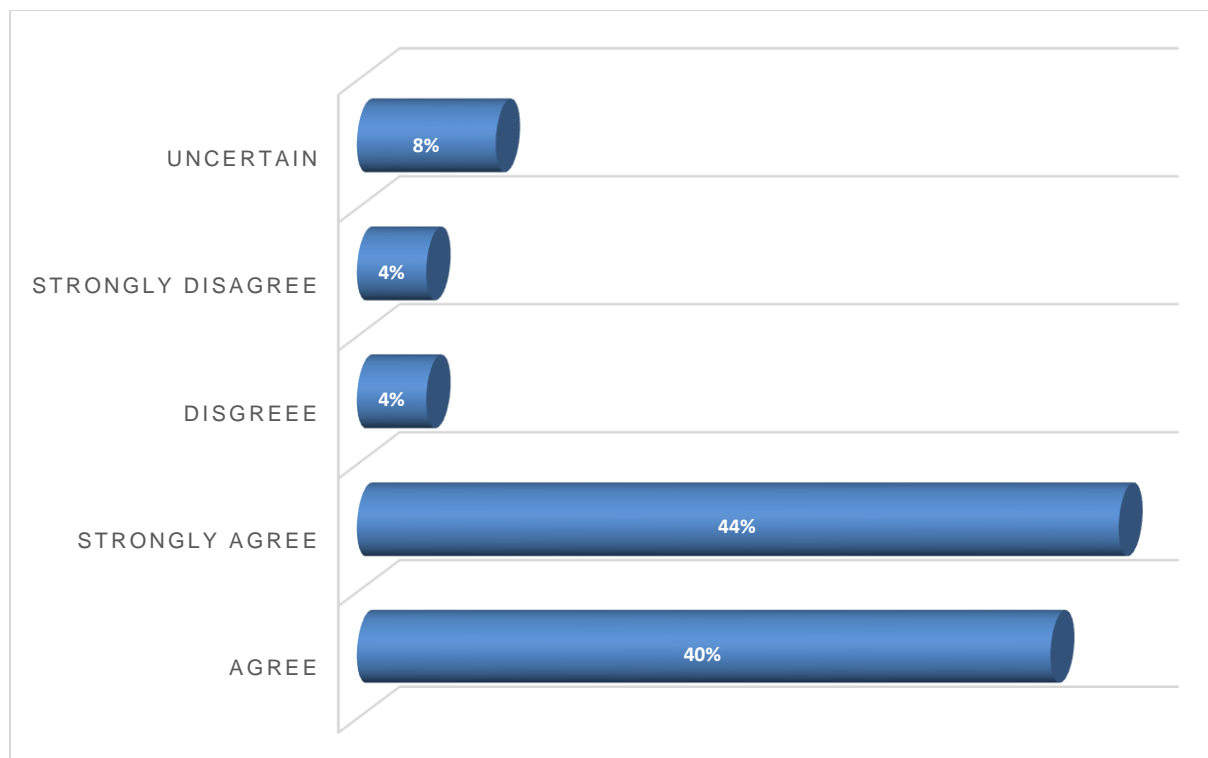
Figure 1.10 presents the scenario where the respondents indicate as to whether the role of leadership in service delivery in the Greater Giyani Local Municipality is limited by a lack of adequate infrastructure. Eighty-four percent (84%) of the respondents are in agreement with the statement whereas four percent (4%) of the respondents disagreed with the statement. Eight percent (8%) were listed unsure of the statement. Clearly, the majority of respondents concurred with the above analysis that lack of proper infrastructure affects the role of leadership on service delivery in the study area. Poor infrastructure such as roads can always hinder the

leadership role on the provision of service in the South African municipalities. Due to lack of sufficient road infrastructure, leaders are sometimes unable to access the areas under their jurisdiction.

5.2.1.3.9. Community participation and service delivery.

Figure 1.11 illustrates the statistical analysis of the important of community participation on the role of leadership on service delivery. Municipal leaders should encourage local community people to actively participate if they wish to finish providing service to their communities on time. From the beginning of the services to the end, the community should be involved.

Figure 1.11: Community Participation and Service Delivery.
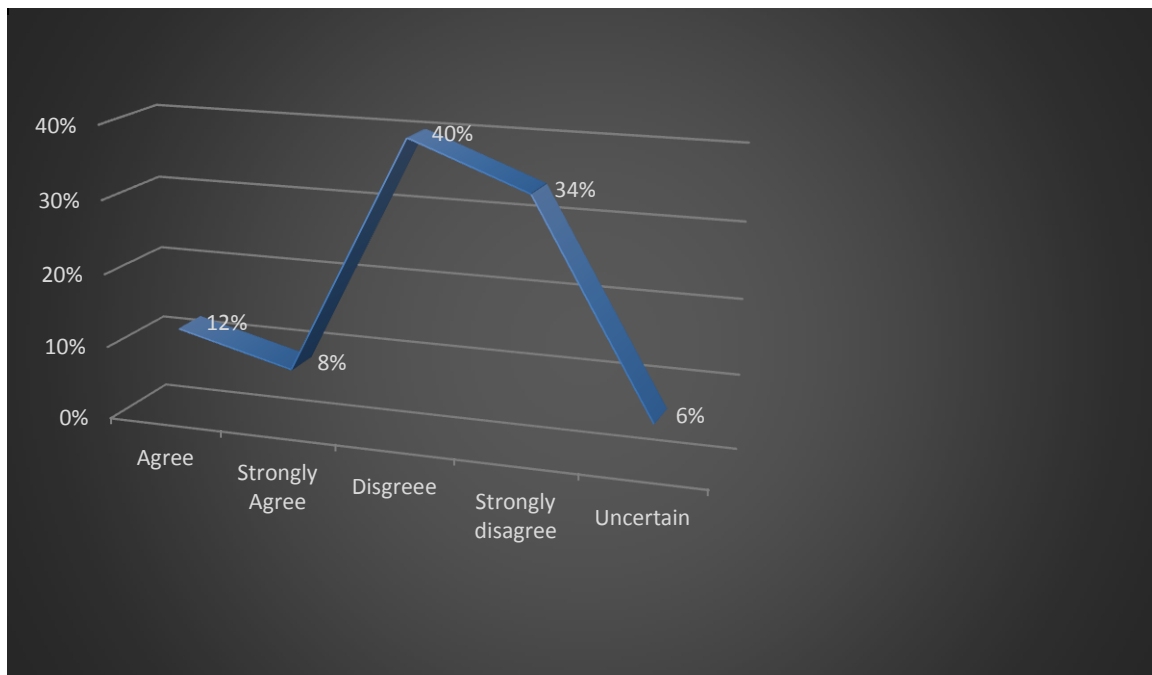
Figure 1.11 represents a scenario in which respondents have questioned whether a lack of community participation hampers the delivery of services in the Greater Giyani. Seventy-four percent (74%) of the participants disagreed that absence of community participation does not hinder the role of leadership in service delivery. Only twenty percent (20%) of the participants are in agreement with the statement, whereas three (6%) of the participants were noted as uncertain. Based on this information, it is obvious that high number of participants disapproved the statement that lack of community participation hinders the leadership role on the delivery of service in the Greater Giyani. According to the above responses, most respondents

subscribe to the belief that community participation always enhances the role of leadership in service delivery. The key to delivering services is community involvement. Leaders should connect with communities before providing services so that their role in service delivery can be improved.

5.2.1.3.10. Leadership style and service delivery

Figure 1.12 illustrates the statistical analysis of the lack of the application of good leadership style by municipal leaders. The application of the inappropriate leadership style by municipal leaders can affect the delivery of service in the municipalities.

Figure 1.12: Leadership Style and Service Delivery
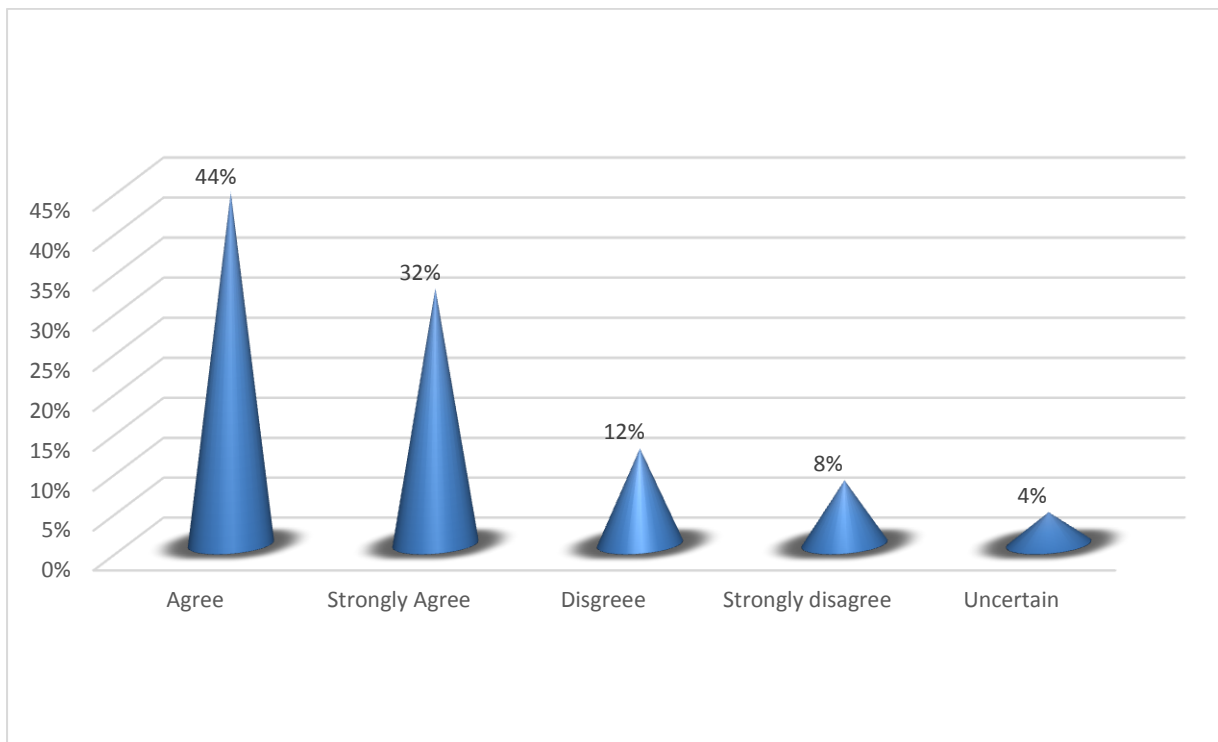
Figure 1.12 present a scenario where the study participants were asked if an absence of good leadership style has an impact on the delivery of services within the study area. Seventy-six percent (76%) of the participants are in agreement with the statement whereas twenty percent (20%) of the participants disagreed with the statement. Only four percent (4%) of the participants were noted uncertain. It is obvious from this analysis that the majority of respondents believe that an absence of sufficient leadership style can impair the delivery of service in the study area.

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Therefore, it is evident that the application of appropriate leadership styles by municipal leaders can enhance the delivery of service in the municipalities

5.2.1.3.11. Alternative strategies, leadership and service delivery

Figure 1.13 illustrates the statistical analysis of the effective alternative strategies to provide quality service. The provision of quality service depends on the effective strategies that the municipal leaders can easily follow during the implementation of the process. Strategies are developed by the leaders to give direction that should be followed by their subordinate. Municipal leaders employ SWOT analysis in various strategies to identify strengths, weaknesses, opportunities, and threats that may block service execution.

Figure 1.13: Alternative strategies, Leadership and Service Delivery
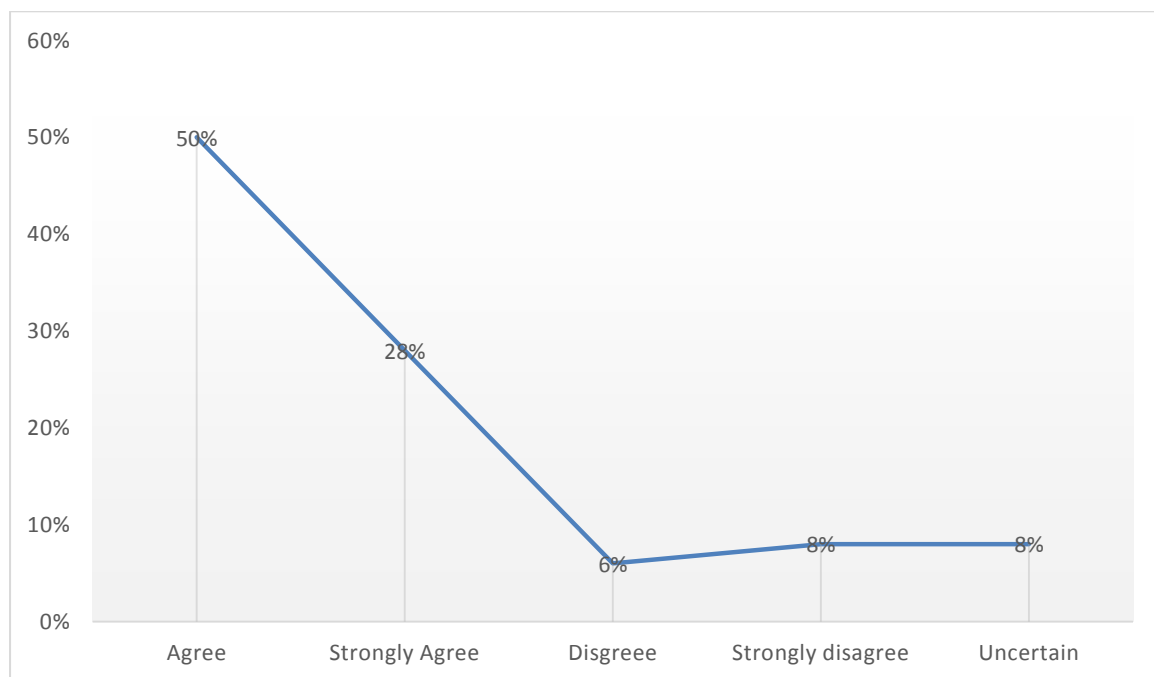
Figure 1.13 presents the scenario where the respondents indicate as to whether lack of alternative strategies impact negatively on the role of leadership on service delivery within the study area. Seventy-eight percent (78%) of the participants agreed with the statement while fourteen percent (14%) of the participants acted against the statement, on the other hand, eight percent (8%) of the respondents were recorded uncertain. Based on the above information, it is evident that most respondents consider the absence of alternative strategies to negatively affect the role of leadership in service delivery in the Greater Giyani. It is important for

municipal leaders to have proper strategies in place in order to enhance service delivery.

5.2.3. Data Collected Through Semi-Structured Interviews

Several municipal officials from Greater Giyani Local Municipality participated in semi-structured interviews. Interviews were beneficial because they allowed the researcher to ask follow-up questions. The total number of people expected to participate in the study was 10. Among the 10 municipal officials targeted, all were interviewed and participated in the study, resulting in a 100 percent response rate.

5.2.3.1. Demographic details of the respondents

Before understanding the responses from the respondents who took part in the research project through the utilisation of interviews, the researcher needed to consider the significant part of probing about the biographic of the people, so as to understand the kind of officials having been dealt with. The gender, age, and educational level of the officials were all considered relevant factors in this study. As a result of this section, the researcher gained a deeper understanding of the respondents in this study that will be interviewed.

5.2.3.1.1. Occupation of the respondents

The table below is a systematic analysis of the positions held by the officials that participated in this study as interviewees.

Table 1.4: Position occupied by respondents

Top management	2	Middle management	6
Lower management	1	Other (specify)	1

Table 1.4 displays the responses based on an interview conducted with the officials, which was categorised into four stratus, top management with two occupants, and middle management with six occupants, lower management with one responder and other officials with one respondent. The researcher argues that the table reflects that

most officials were in the middle management of the hierarchy; this is because a few individuals, for authorisation purposes, occupy top management drafting of policies and giving instruction to middle management, and hence it is ideal to have few occupants. However, the middle class because is where the established components are administered and instructions are given to lower management and the subordinates, thus a chunk of people must be employed as that's where the actual work takes place.

5.2.3.1.2. Gender

The Pie chart below is a systematic representation of the gender of the officials that participated on the study as interviewees.

Figure 1.14: Gender of the respondents
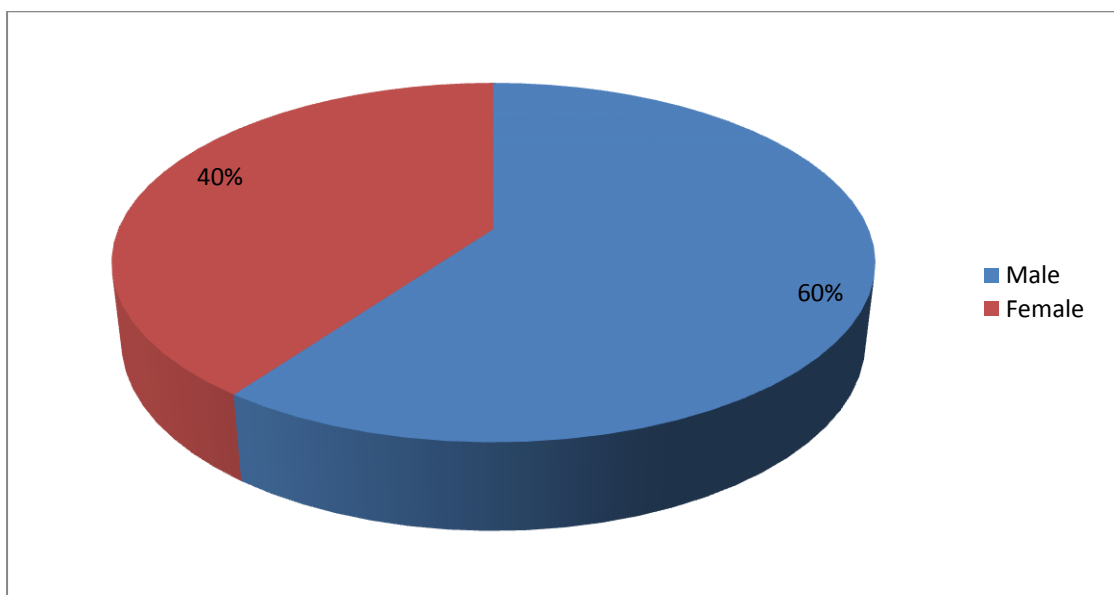
Figure 1.14 represents the gender of the respondents; hence it was derived from two elements, namely, males and females, and thus 40% were females and 60% were males respectively. The current researcher advises that it is understandable that the data obtained shows that males dominated with 60%, because most of the municipalities are occupied by politicians or politically allied employees in which most of them are males, thus it is likely for them to be deployed into position through cadre deployment policy. With these in mind, it can be traced back to the historical imbalances that disadvantaged females from occupying certain high positions, hence

striking to balance this gap has been a factor to consider, even if it is at a slow pace but the gap is closing up.

5.2.3.1.3. Age

The figure below is a systematic analysis, which presents the age group of the officials that participated in the research project in a form of interviews. An understanding of the benefits of long-term employment can be gained through age. Participants in the study were divided into four age groups: 18-34, 35-45, 46-55, 56 and above.

Figure 1.15: Age group of the respondents
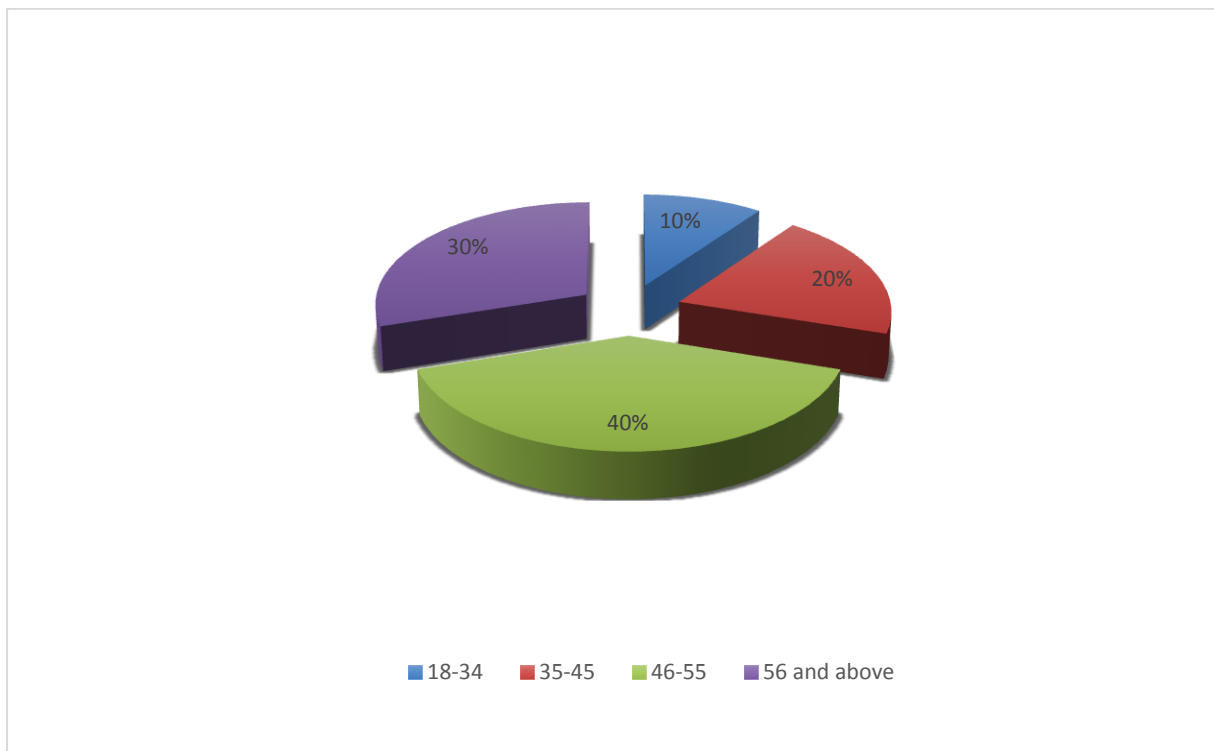
Figure 1.15 shows the age distribution of the interviewed respondents who took part in the study. The group was categorised into four strati. Results showed that 10% of the participants were between 18 and 34 years of age, falling into the young adult category, twenty percent (20) % were aged between 35-45, forty percent (40%) were aged between 46-55 and thirty percent (30%) were aged between 56 and above. It is clear that Greater Giyani Local Municipality has a bad grade of youth employment and empowerment. Young people are not properly considered in the creation of continuity within municipalities. There are many officials aged between 46 and

above. They constitute 70% of the total number of the municipal officials that were part of the study. Researchers discovered that most respondents were in their late 40s and early 50s, implying that administrative responsibilities in municipalities necessitate a specific degree of education and expertise that the older generation, particularly in the public sector, lacks. Consequently, new blood should be extracted to make up for the shortages. Therefore, youth development should continue to be a crucial component of global development policy.

5.2.3.1.4. Highest Level of education

The table below is a systematic analysis of the representation of the data on the educational level of the officials that participated in this study as respondents or interviewees. Prior education has a significant impact on the performance of the municipal service and the abilities of municipal officials to accomplish their duties. As a result, the researcher gathered data on the educational levels of the officials who took part in the study. The possibility to select the level of education were ranging from primary, secondary (matric), tertiary and no formal education.

Table 1.5: Educational level of the municipal officials

ITEMS	NO OF INTERVIEWEES	NO OF PERCENTAGES
No Formal Education	0	0%
Grade 1 – 11	0	0%
Grade 12	1	10%
Certificate	3	30%
Diploma	3	30%
Degree	2	20%
Postgraduate	1	10%

As shown in table 1.5, respondents had varying levels of education, wherein they were derived from four categories. In order to read and write, completing grade 12 in

the municipality should be considered a requirement. Municipal officials must be able to read and write because they deal with a large number of paperwork, it is necessary for them to have matric. From the above analysis, zero percent (0%) were recorded for no formal education and grade 1-11. The certificates and diploma level were the uppermost level of education in position of the participants accounting 60%, followed by degree level at twenty percent (20%). Postgraduate at ten percent (10%) and grade 12 at ten percent (10%). From the given information, the researcher finds it appealing that most officials in the municipality have a certificate or a diploma. Most officials are old people inherited from the past system that gave people jobs based not on their qualification but by just looking at them and using the cadre deployment policy that mostly favored men than women. This has a negative impact on grasping government policies and fully participating in the formulation of municipal bylaws.

5.2.3.2. The analysis of data collected through semi-structured interview

To supplement the above data, the current researcher collected data from ten (10) municipal officials who had experience in leadership and service delivery. The replies from the aforementioned stakeholders provided the researcher with a clear image of the situation and the elements that impede leadership's ability to deliver services. In this study, the researcher identified the following challenges as the main factors that hinder the effectiveness of leadership to deliver quality service in the Greater Giyani Local Municipality.

5.2.3.2.1. The current nature of leadership and service delivery

Out of the 10 respondents interviewed, nine claims that the current nature of leadership does not enhance service delivery within the study area. Some of the respondents who took part on the study remarked that;

"*The current political climate does not allow the administrative leadership to exercise their leadership on service delivery in this municipality.*

"*Lack of political commitment by municipal leaders hamper the effective implementation of service delivery at Greater Giyani*".

5.2.3.2.2. Leadership style and service delivery

Out of ten municipal leaders interviewed, eight believe that lack of leadership styles hinder service delivery in the area of the study. Some of the respondents who took part in the study commented that;

> "*How can you expect me to deliver effective service delivery, if I'm not trained to apply appropriate leadership style?*

> "*Most of the projects are incomplete because of the lack of appropriate leadership style to enhance service delivery in our municipality.*

It is evident from the information above that a lack of the appropriate leadership style adversely affects the delivery of effective services in the Greater Giyani.

5.2.3.2.3. Political leadership and service delivery

Out of ten respondents interviewed, nine confirm that the role of political leadership in service delivery could be important. One of the respondents remarked that;

> "*How can you expect political leaders to play a pivotal role on service delivery if some of them did not receive appropriate training on leadership? Most of the political leadership in this municipality are looking out for their own interest*"

It is obvious from the foregoing statement that political leadership can have a significant impact on service delivery in the sampling locations.

5.2.3.2.4. Administrative leadership and service delivery

Out of ten respondents interviewed, seven of them claimed that administrative leadership plays an important role in service delivery within the study area. Some of the respondents commented that;

> "*The majority of administrators are not exercising their leadership role because of the political influence from the ruling party*"

> "*Most of the leaders in administration are capable of leading but due to political interference fail to deliver effective service delivery in the Greater Giyani Local Municipality*"

Base on the above information, it is obvious that poor administrative leadership hinders effective service delivery in the area of the study. Hence, this study calls for politicians not to interfere in administrative leadership to accelerate the delivery of service in the Greater Giyani.

5.2.3.2.5. Municipal leaders, local government legislation and service delivery

Out of ten respondents interviewed, eight believe that municipal leaders are not adhering to various piece of local government legislative frameworks to enhance service delivery. Some of the respondents indicate that;

> "*How can you expect the municipal leaders to delivery effective service whereas most of them are not adhering to sections of local government legislative frameworks*?"

From the above statement, it is evident that most of the municipal leaders are failing to deliver effective service because of not adhering to various piece to local government legislative frameworks.

5.2.3.2.6. Good ethics, municipal leaders and effective service delivery

Out of ten interviewed, nine confirm that lack of ethics affect municipal leaders to render effective service delivery within the study area. Some of the people that took part in the study claimed that;

> "*The high rate of corruption impact negatively on some of the public servant ethics that supposed to contribute to service delivery*".

> "*Lack of good morals affects work ethics of municipal leaders to render effective service*".

From the above responses, it is clear that lack of ethics amongst the municipal leaders hinder service delivery in the area of the study. Bad ethics such as corruption, nepotism, bribes and other factors hamper the role of leadership on service delivery. Mawila (2016) attests that lack of ethics in the municipality impact negatively on service delivery.

5.2.3.2.7. Lack of relevant qualification, municipal leaders and service delivery

Out of ten respondents interviewed, seven agree that lack of relevant qualifications hinder the municipal leaders to render quality service in the area of the study. Some of the respondents commented that;

> "*How do you expect me to implement policies related to service delivery if I don't have relevant qualifications in public management?*"

> "*Most of the public servant in the new South African are failing to render effective service delivery due to lack of relevant qualification in their sphere of operations*"

From the above information, it is clear that lack of relevant qualification hinder the municipal leaders to deliver quality service to the citizens.

5.2.3.2.8. Lack of resources, municipal leaders and service delivery

Out of ten respondents interviewed, nine confirm that lack of resources could also affect the municipal leaders not to render effective service within the study area. Some of the respondents who took part on the study remarked that;

> "*Lack of proviso of resources hider municipal leaders to providing effective service*"

> "*Most of the municipal leaders are failing to deliver quality service due to lack of sufficient resources in the municipality*"

From the above information, it is clear that most of the municipal leaders are failing to enhance service delivery because of lack of sufficient resources in the municipality. To support these responses, Nyathi (2018) indicates that shortage of resources hampers the quality of services that the administrators can deliver in the municipalities.

5.2.3.2.9. Senior managers, municipality, relevant strategies and service delivery

Out of ten respondents interviewed, eight agree that senior managers are not using relevant strategies that can enhance service delivery within the area of the study. Some of the participants who took part in the study indicated that;

"*Lack of the appropriate use of relevant strategies by senior managers hinder the delivery of effective service".*

"Most of the areas are getting poor service because of the senior managers who are not using relevant strategies".

Drawing from this, it is evident that most of the areas are receiving poor service delivery because of inappropriate strategies used by the municipal leaders.

5.2.3.2.10. Municipal leaders, policies and service delivery

Out of ten interviewed, nine believe that the municipal leaders are not using appropriate policies to accelerate service delivery in the Greater Giyani Local Municipality. Some of the respondents commented that;

"*Most of the municipal leaders are failing to deliver quality service because of there are not using appropriate policies to enhance the processes"*

"Lack of appropriate policies affect the municipality managers to deliver quality service"

The lack of suitable policies in the municipality, as evidenced by the replies above, can hinder the leaders' ability to provide great service.

5.3. SYNTHESIS

From the above information, it is clear that the role of leadership in the municipality can only be realised if negative factors that hinder service delivery are avoided. These factors include the nature of leadership, role challenges and strategies that can be used to enhance service delivery. The above challenges call for policy makers and municipal leaders to understand nature and its role within their jurisdiction. Issues such as relevant pieces of legislation, work ethics, relevant

qualifications and sufficient resources need to be adhered to so as to accelerate service delivery in the Greater Giyani. Senior management in the Greater Giyani Local Municipality should design applicable strategies and policies to assist municipal leaders in service delivery.

5.4. CONCLUSION

The purpose of this chapter was to analyse data derived from structured questionnaires and semi-structured interviewed. The response derived from the questionnaire and interview were analysed and interpreted in this chapter. The findings reveal some of the challenges that can hinder the role of the municipality leaders to deliver quality service in the area of the study. The above analysis has assisted the researcher to derive the findings and to suggest appropriate recommendations that would enhance the role of municipal leaders towards the provision of service at the area of the study.

CHAPTER SIX: SUMMARY, RECOMMENDATIONS AND CONCLUSION

6.1. INTRODUCTION

Data analysis of the findings from community members was presented and discussed in the previous chapter. The chapter also presented the data analysis of the Greater Giyani Local Municipality officials. The purpose of conducting the study was to investigate the role of leadership in service delivery in South African municipalities. The focus was on how leadership can contribute on the provision of service in the Greater Giyani. The priority areas related to service delivery were identified to address the four objectives stated in this research. The following were the study's objective that were addressed.

- To determine the nature of leadership on service delivery in the Greater Giyani Local Municipality,
- To examine the role of leadership on service delivery in the Greater Giyani Local Municipality
- To identify challenges that hinder the role of leadership on service delivery in the Greater Giyani Local Municipality
- To suggest strategies which may be used to enhance the provision of service in the Greater Giyani Local Municipality.

In this chapter, the current researcher concludes the study and make recommendations to combat factors that hinder the role of leadership on service delivery. The chapter also gives an overview of how different chapters were discussed in this study. Afterwards, a presentation of the findings based on the primary study is given, followed by an explanation of research that require further study and conclusion of the study as a whole.

6.2. SUMMARY OF THE STUDY

The aim of this study was to investigate the role of leadership on service delivery in the South African municipalities, a case of Greater Giyani Local Municipality. This section of the research describes each chapter summary and summarizes lessons learned in each chapter. There are six chapters in the current study, which are summed up as follows:

6.2.1. Chapter One

The purpose of this chapter was to provide a brief overview of the background and introduction of the study. To understand the nature of the problem, the researcher discussed the purpose of the study, the statement of the problem, the aim and objective of the study, research questions and the study's significance. The key concepts were also defined in a manner that contextualises them to the study's objective. This chapter outlined the stages that the researcher had to achieve in order to complete the study.

6.2.2. Chapter Two

The main purpose of this chapter was to lay a theoretical foundation for the research. Theories are crucial tools of science, and they cannot be ignored when studying any phenomenon. Research is guided by theories as classified approaches to thinking that assist in finding conclusions. This chapter explores different theories related to the study. The study adhered to "theory triangulation" which involved Servant Leadership theory, Transformational Leadership theory, Situational Leadership theory and System Leadership theory. Leadership theories play a very important role in an organization, and we are able to predict the future of the organization by using them. The notion of leadership theories is usually associated with visionaries and catalysts for change in the municipalities in order to deliver effective service to the communities.

6.2.3. Chapter Three

The review of literature relevant to leadership and service delivery was discussed in this chapter. This chapter focuses more on contextualising the nature and role of leadership traits on the provision of service in the municipalities. The status of poor

delivery of service in the municipalities is caused by the invisible role of leadership and these calls for the accountability of the leadership in the municipalities. It is the responsibility of the municipal leaders to align people with the objective of the municipalities. Local government operate in a constantly changing environment, and politics and administration are amongst the factors that contribute to such change. The chapter also outlined legislative framework that govern municipal leadership on service delivery. This legislative framework serves as policy documents of government, which highlights government's intentions.

6.2.4. Chapter Four

A major aim of this chapter was to explain the methodological basis for the study. The study was limited to the Greater Giyani Local Municipality, with ward 23 chosen as the primary unit of investigation. Research design and methodology as used in this study are described in this chapter, along with steps on how they were conducted. In order to complete the study, the chapter explains how data was obtained from respondents. In order to achieve the objectives of the study, the research utilized mixed method approach, which consist of quantitative and qualitative methods. Questionnaires were distributed to the community members in ward 23. Data was also collated through face-to-face interview with the Greater Giyani Local Municipality's officials to cover the qualitative methodological framework. By gathering relevant and adequate data, the researcher was in a good position to complete the study. Interviews and questionnaires were clearly explained on how they were useful in the data collection.

6.2.5. Chapter Five

The findings, analysis, and interpretation of data acquired using the procedures indicated in chapter four are presented in chapter five of this study. This chapter summarized the findings of the study, which were based on the data gathered and the analysis procedure. The analysis and interpretation of quantitative and qualitative research data was conducted in this chapter. The data collected were categorised according to the collection method used (i.e. questionnaires and semi-structured interviews). For the purpose of achieving the study's aim and objective and the data were analysed based on the respondents' responses to the research questions. Data collected reflected all the views of the research respondents and an overview of what

the public and officials thought and experienced about the role of leadership on service delivery. Graphs and tables are used to identify and illustrate the percentages of respondents and present the data.

6.2.6. Chapter Six

This chapter summarises the chapters of the study, giving an overview of each chapter and its purpose in the study, followed by a summary and conclusion of the findings, recommendation of the study to deal with the studied question or problem and finally provide conclusion based on the findings of the study. The summary of the study are established based on each chapter while recommendation are directly linked with the objectives of the study. The recommendation provided in this chapter could be useful for improving the role of leadership on service delivery in the municipalities. The new researchers can expand the research guided by the recommendation of the study.

6.3. SUMMARY AND CONCLUSION OF THE FINDINGS

In this section, the current researcher discusses the conclusion derived from the empirical investigation and semi-structured interview. The findings are deliberated with reference to the objectives, recommendations, questionnaires and semi-structured interviews.

The findings derived from primary data are summarised as follows.

Objective one: To determine the nature of leadership on service delivery in the Greater Giyani Local Municipality.

Based on the data above, it appears that the municipality has a clear understanding of the interactions between gender and leadership. Fifty percent (50%) of the 100 who participated in the study were males and fifty percent (50%) were female. This statement supports gender equity and equality among the distribution of leadership according to gender. This distribution shows the understanding of the nature of leadership and policy related to leadership on service delivery. Nyathi (2008) contends, on the other hand, that gender equity is unrelated to the role of leadership in service provision. Approximately 90% of the participants in this study were between the ages of 40 and over. According to the findings, those who are between

18 to 39 were few, hence lack of experience and leadership in service delivery. The study found that all community members, hundred percent (100%) who participated in the study were from the rural setting, hence lack of understanding of leadership towards service delivery in ward 23 within Greater Giyani Local Municipality.

In the next section, the researcher summarises findings related to the role of leadership on service delivery

Objective two: To examine the role of leadership on service delivery in the Greater Giyani Local Municipality.

To address this objective, it was found that lack of political leadership, unqualified administration, insufficient development training programs, leadership traits and leadership style were among the factors that hinder the role of leadership on service delivery in the Greater Giyani Local Municipality. According to Mawila (2018) lack of appropriate leadership style, traits, and managerial tasks always hinder service delivery in the municipalities.

Objective three: To identify challenges that hinder the role of leadership on service delivery in the Greater Giyani Local Municipality.

Budgetary constraints, lack of compliance to municipal bylaws, procurement processes and insufficient resources are perceived by most respondents as constraints that hinder the role of leadership on service delivery. Aspects such as redistributing officials inappropriately by political parties, proper infrastructure, poor community participation and lack of adherence to work ethics are some of the factors that hamper the role of leadership on the delivery of service delivery in the Greater Giyani.

Municipal service delivery is usually hampered by improper redeployment of political cadre, a lack of work ethics, and a lack of community participation (Mavuso, 2017).

Objective four: To suggest strategies that can be used to enhance the provision of service in the Greater Giyani Local Municipality.

This study reveals the importance of relevant policies and appropriate strategies on the role of leadership on service delivery. Based on the results of this study, the majority of respondents agreed that inappropriate policies and a lack of alternative

strategies could hurt leadership's ability to deliver services. Furthermore, it was found that the senior managers were not using relevant strategies, hence poor service delivery in the Greater Giyani Local Municipality. According to Mawila (2018), poor interpretation of policies and strategies contribute to poor delivery of service in the South Africa municipalities

Given the above findings, we can conclude that the wrong implementation of inappropriate policies and strategies always hinder leadership's role on service delivery in the Greater Giyani Local Municipality. Therefore, there is a need for municipality leadership to use appropriate policies and strategies to enhance service delivery.

6.4. RECOMMENDATION OF THE STUDY

Based on the research findings, the following recommendations are made that could assist the policy makers to understand the role of leadership on service delivery in the municipalities.

6.4.1. The Nature of Leadership on Service Delivery

From the findings, it is clear that there is a need for the municipality management to understand some of the factors that contribute to the nature of leadership towards service delivery. Municipal leaders need training to learn the importance aspect such as gender, age, relevant qualifications on quality service delivery in the Greater Giyani Local Municipality. It is essential to train all those involved in leadership on a regular basis. Local government officials should not hold senior positions if they do not meet the minimum qualifications in certain elements. With this program, municipalities will be able to operate more effectively and efficiently. It cannot be expected that the rest of the staff would adhere to processes if senior managers fail to understand them or subscribe to them. Documentation, personnel supervision, vulnerability assessments and internal control reviews must be priorities for the municipal council in ensuring that there is appropriate delivery of service in the Greater Giyani at all times.

6.4.2. The Role of Leadership on Service Delivery

Policy makers and managers in the municipalities need to be trained in managerial skills to understand the role of leadership in service delivery. Understanding internal control in the municipalities is also important, it enable everyone to understand their role. Internal control assists to understand internal policies. The policy makers and managers need to be trained to adopt a transformational leadership role to accelerate service delivery. The understanding of leadership traits and style can always enhance service delivery in the Greater Giyani Local Municipality.

6.4.3. The Challenges that hinder the Role of Leadership on Service Delivery

The political leadership should be encouraged to provide sufficient financial resources to build a proper infrastructure to enhance the delivery of service in the South African municipalities. The community need to be encouraged to participate on issues related to leadership to accelerate the delivery of service within the area of the study. Political leaders should be discouraged to redeploy unqualified officials to enhance the delivery of service in the South African municipalities. Policy makers should be encouraged to adhere to policies related to work ethics and procurement processes.

In addition, the role of politicians and the role of administrators in municipalities must be clarified. Effective policy acknowledges the important role played by both politicians and administrators, while creating a clear and unambiguous distinction between them. Politicians are responsible for setting policies and strategic direction, while administrators implement policies under the guidance of the Accounting Officer. Only if the legislative functions, responsibilities, and powers of councils, mayors, executive committees, and administrators are clearly separated achieve can accountability and oversight. It is important to follow this rule. Politicians and government officials must act in the attitude of self-sacrifice rather than greed and self-interest, as many have been accused.

6.4.4. Strategies to enhance Service Delivery

The theme on strategies to enhance service delivery was geared towards the role of leadership in service delivery. Policy makers and senior managers need to be encouraged to develop relevant policies and strategies to enhance the leadership

role on the delivery of service in the Greater Giyani. It is critical for leaders to be democratic at all times and to empower the community in making useful decisions, allowing the people to participate in the decision-making process.

6.5. RECOMMENDATION FOR FURTHER STUDY

The current researcher suggests that there can be further studies in the impact of political leadership, traditional leadership, and community engagement on service delivery. The perception of beneficiaries from service delivery can also be investigated for further research.

6.6. CONCLUSION

A major objective of the study was to investigate how leadership affects the delivery of services in the Greater Giyani. This chapter focused on the role of leadership on service delivery in the Greater Giyani Local Municipality. The summary, the primary findings, and the recommendations were presented in this chapter. Overall, the research revealed through literature that the role of leadership depends on the factors that can influence managers to deliver service in a particular organisation. Factors such as budgetary constraints, inappropriate redeployment of personnel, minimal participation of beneficiaries, lack of adherence to work ethics and procurement processes may prevent municipal leaders from delivering high-quality services in the Greater Giyani Local Municipality. The above challenges call for political leaders and managers to adhere to all processes and ethics that support the effective implementation of service delivery in the Greater Giyani Local Municipality.

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ANNEXURES

ANNEXURE A: CONSET FORM FOR PARTICIPANT

APPENDIX A

Researcher	:	Mabunda Nhlamulo
Email Address	:	mabundanhlamu@gmail.com
Research	:	Masters: Public Administration (University of Limpopo)
Date	:	....

AGREEMENT BETWEEN RESERCHER AND RESEARCH PARTICIPANT

As part of the criteria for a master's degree at the University of Limpopo, I understand that the researcher is a registered student carrying out research. I hereby confirm that my involvement in answering these questions is voluntary and that I can choose not to respond to such questions. The researcher is interested in my knowledge and understanding of the role of leadership on service delivery in the

South African municipalities. I give my consent to participate in this project, provided that my contribution to this project is regarded as confidential and that I am not named as a person. The report will be published in such a way that the general reader will not be able to recognise the respondents.

……………………………….. ………………………………..

Signature: Participant Signature: Researcher

ANNEXURE B: QUESTIONNAIRES FOR COMMUNITY MEMBERS

APPENDIX: B

TOPIC: The role of leadership on service delivery in the South African Municipalities, a case of Greater Giyani Local Municipality

CLOSE ENDED QUESTIONNAIRES FOR COMMUNITY MEMBERS OF GREATER GIYANI LOCAL MUNICIPALITY

SECTION A: DEMOGRAFICAL DATA OF THE PARTICIPANT

For each the question below, please indicate your choice by writing "X" in the column, which represents your response.

1. Gender

Male	Female

2. Age

18-25	26-30	31-35	36-40	41-59	60 and above

3. Highest level of education

No formal education	Grade 1-Grade 11	Grade 12	Certificate	Diploma	Degree	Post graduate

4. Village where you reside

Kheyi	Guwela	Mushiyani	Mbendle	Nsavulane

5. Your current marital status

Single	Married	Widow/Widower	Divorced

6. Number of dependents

0	1	2	3	4	5	More than 2

7. Employment status

Self-employed	Unemployed	Employed

SECTION B: RESEARCH QUESTIONNAIRES

8. Does poor leadership has an effect on service delivery in the Greater Giyani Local Municipality?

Agree	Strongly agree	Disagree	Strongly disagree	Uncertain

9. Do you think managers need leadership traits to be able to enhance service delivery in the area of the study?

Agree	Strongly agree	Disagree	Strongly disagree	Uncertain

10. Does lack of development training program affect the role of leadership on service delivery in the area of the study?

Agree	Strongly agree	Disagree	Strongly disagree	Uncertain

11. Does budgetary constrain has influence on the role of leadership on service delivery in the Greater Giyani local municipality?

Agree	Strongly agree	Disagree	Strongly disagree	Uncertain

12. Does lack of compliance on municipal bylaws affect the role of leadership on service delivery in the area of the study?

Agree	Strongly agree	Disagree	Strongly disagree	Uncertain

13. Does lack of compliance to procurement process affect the role of leadership on service delivery in the rea of the study?

Agree	Strongly agree	Disagree	Strongly disagree	Uncertain

14. Does redeployment of official by political parties negatively affect the role of leadership on service delivery?

Agree	Strongly agree	Disagree	Strongly disagree	Uncertain

15. Does lack of proper infrastructure affect the role of leadership on service delivery in the area of the study?

Agree	Strongly agree	Disagree	Strongly disagree	Uncertain

16. Does lack of community participation hinder the delivery of service in the area of the study?

Agree	Strongly agree	Disagree	Strongly disagree	Uncertain

17. Does lack of good leadership style affect the delivery of service in the area of the study?

Agree	Strongly agree	Disagree	Strongly disagree	Uncertain

18. Does lack of alternative strategy impact negatively on the role of leadership on service delivery in the area of the study?

Agree	Strongly agree	Disagree	Strongly disagree	Uncertain

ANNEXURE C: INTERVIEW GUIDES FOR OFFICIALS

APPENDIX C

QUESTIONNAIRE FOR RESEARCH PROJECT: THE ROLE OF LEADERSHIP ON SERVICE DELIVERY IN THE SOUTH AFRICAN MUNICIPALITIES, A CASE OF GREATER GIYANI LOCAL MUNICIPALITY.

The questionnaire is sought to be used in the process of collecting data for the sole purpose of the research conducted by Mabunda Nhlamulo, of student no: 201526862 a student at the University of Limpopo, which seeks to assist in meeting the requirement of obtaining the Master's degree in Public Administration as per requirement of the programme. It should be noted that the concept of confidentiality is well understood and fully in operation thus the obtained data will be anonymously recorded and solely used for the purpose of the project in question hence it is subjected to the University of Limpopo's ethical principles of research.

Looking forward for your well anticipated participation and your corporation in making the project a success.

Thank you in advance.

SECTION A: PERSONAL DETAILS

For each the question below, please indicate your choice by writing "X" in the column which represents your response.

Full names …………………………………………………………………………

Date of completing the questionnaire……………………………………………

Department …………………………………………………………………....

Appointment date …………………………………………………………...

Current position of the respondent

Top management		Middle management	
Other Municipal official		Other (specify)	

SECTION B: DEMOGRAPHIC DETAILS OF THE RESPONDENT

1. Gender

Male	Female

2. Age

18-25	26-30	31-35	36-40	41-59	60 and above

3. Highest level of education

No formal education	Grade 1-Grade 11	Grade 12	Certificate	Diploma	Degree	Post graduate

SECTION C: INTERVIEW QUESTION

4. Do you think the current nature of leadership in the municipalities enhance service delivery in the Greater Giyani Local Municipality.

If yes/no, how

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4. Does leadership style play an important role on service delivery in the Greater Giyani Local municipality?

If yes/no, how

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5. Do you think political leadership has a role to play in the delivery of service of the service in the Greater Giyani Local Municipality?

If yes / no, how

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6. Does administrative leadership lay an important role in the delivery of service in the area of the study?

If yes / no, why?

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7. Does municipal leaders adhere to varies piece of local government legislation to accelerate service delivery in the area of the study?

Can you give reason for you answer?

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8. Does lack of good ethics affect municipal leaders to render effective service in the area of the study?

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9. Do you think lack of relevant qualification negatively affect municipal leaders to delivery to deliver service in the Greater Giyani?

If yes / no, how

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10. Does lack of resources negatively affect municipal leaders to render effective service delivery in the area of the study?

If yes / no, why?

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11. Do senior managers in the municipality use relevant strategies to enhance service delivery in the Greater Giyani Local Municipality?

If yes / no, how?

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12. Do you think the municipality leaders are using appropriate policies that are meant to accelerate service delivery in the area of the study?

If yes / no how?

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……………………………………………………………………………………………………

TURFLOOP RESEARCH ETHICS COMMITTEE

ETHICS CLEARANCE CERTIFICATE

MEETING: 14 October 2021

PROJECT NUMBER: TREC/215/2021: PG

PROJECT:

Title:	The Role of Leadership on Service Delivery in the South African Municipalities: A Case of Greeter Giyani Local Municipality
Researcher:	N Mabunda
Supervisor:	Dr KR Chauke
Co-Supervisor/s:	N/A
School:	Economics and Management
Degree:	Master of Administration

PROF P MASOKO
CHAIRPERSON: TURFLOOP RESEARCH ETHICS COMMITTEE

The Turfloop Research Ethics Committee (TREC) is registered with the National Health Research Ethics Council, Registration Number: **REC-0310111-031**

Note:
i)   This Ethics Clearance Certificate will be valid for one (1) year, as from the abovementioned date. Application for annual renewal (or annual review) need to be received by TREC one month before lapse of this period.
ii)   Should any departure be contemplated from the research procedure as approved, the researcher(s) must re-submit the protocol to the committee, together with the Application for Amendment form.
iii)   PLEASE QUOTE THE PROTOCOL NUMBER IN ALL ENQUIRIES.

Finding solutions for Africa

University of Limpopo
School of Economics & Management
Department of Public Administration
Tel: +27 (15) 268 4080; Fax: 015 268 3522 E-mail: matshidisho.mathebula@ul.ac.za

To: To whom it may concern

From: Mrs MD Mathebula

Acting Director: School of Economics and Management

Date: 22 October 2021

RE: REQUEST LETTER TO CONDUCT RESEARCH: MR MABUNDA N (201526862)

1. This serves to confirm that the above-mentioned candidate is a registered Masters student in our Department of Public Administration Master of Administration Programme in the University of Limpopo.

2. The student is conducting a study on **"THE ROLE OF LEADERSHIP ON SERVICE DELIVERY IN THE SOUTH AFRICAN MUNICIPALITIES: A CASE OF GREATER GIYANI LOCAL MUNICIPALITY"**.

3. The study is solely meant for academic research purpose only and to obtain his Masters Degree in Public Administration.

4. I therefore as a study leader of this project, request your office to approve his request to conduct research in your area of demarcation.

Kind regards

Signed: **Date:** 22/10/2021

Mrs MD Mathebula

Acting Director: School of Economics and Management

Finding solutions for Africa

P O Box 6524

GIYANI

0826

26 October 2021

THE MUNICIPAL MANAGER

Private Bag X9559

Giyani

0826

Dear Sir / Madam

REQUEST TO CONDUCT RESEARCH IN YOUR MUNICIPALITY

I am a postgraduate student at the University of Limpopo (Turfloop Campus) pursuing a Master of Administration Degree. I am supposed to do a research project as part of the research requirement. As a result, I have decided to use your municipality as a case study in my research.

Please keep in mind that this study is purely for academic research purpose and to acquire my Master's Degree in Public Administration. See the attached Letter from the University (Department of Public Administration) and Ethics Clearance Certificate.

Thank you in advance

Regards

MABUNDA N

071 903 5637 │ 072 877 5146 mabundanhlamu@gmail.com

GREATER GIYANI MUNICIPALITY

Tel: 015 811 5500
Fax: 015 812 2068

P/Bag X 9559
Giyani
0826

OFFICE OF THE MUNICIPAL MANAGER

Ref: 4/4/R

Enq: Ms Mathebula P.X

Date: 2021/11/25

To: Mr N Mabunda

Cc: Mrs M.D Mathebula

Acting Director: School of Economics and Management

University of Limpopo

REQUEST TO CONDUCT RESEARCH: MASTER OF PUBLIC ADMINISTRATION: MABUNDA N (201526862)

1. The matter refers.

2. Kindly be informed that your request to conduct research on **"The Role of Leadership on Service Delivery in the South African Municipalities: A Case of Greater Giyani Local Municipality"** has been approved.

3. You are requested to confirm that the information collected shall be used for the sole purpose for research and not for any other purpose.

4. Hope you find this in good order

Kind regards

MUNICIPAL MANAGER
MR CHAUKE M.M

2021/11/25
Date