



AN INVESTIGATION OF THE ROOT CAUSES OF SERVICE DELIVERY  
PROTESTS IN POST-APARTHEID SOUTH AFRICA: A CASE STUDY OF FOUR  
PROVINCES

Dissertation Manuscript

Submitted to Unicaf University  
in partial fulfillment of the requirements  
for the degree of

Doctor of Philosophy (PhD) in Business Administration

By

Elizabeth Mputukane Ntlatleng

May 2022

## Approval of the Thesis

### AN INVESTIGATION OF THE ROOT CAUSES OF SERVICE DELIVERY PROTESTS IN POST-APARTHEID SOUTH AFRICA: A CASE STUDY OF FOUR PROVINCES

This Thesis by Elizabeth Mputukane Ntlatleng has been approved by the committee members below, who recommend it be accepted by the faculty of Unicaf University in partial fulfillment of requirements for the degree of

Doctor of Philosophy (PhD) in Business Administration

Thesis Committee:

Dr Mousumi Majumdar, Supervisor

Dr Elena Papadopoulou, Chair

Dr Attridge Mwelwa, External examiner

Dr Shilpa Jain, Internal examiner

## Abstract

### AN INVESTIGATION OF THE ROOT CAUSES OF SERVICE DELIVERY PROTESTS IN POST-APARTHEID SOUTH AFRICA: A CASE STUDY OF FOUR PROVINCES

Ntlatleng Mputukane Elizabeth  
Unicaf University

The aim of the study is to investigate why, despite the Constitution of the Republic of South Africa's (1996) provision of the rights, privileges, and benefits of citizenship in Post-Apartheid South Africa, the country is still being viewed as a service delivery protest country. South Africa after 27 years of democracy is still experiencing service delivery protests. The phenomenon 'service delivery' is located in national government industry as a value added for citizens in South Africa across all the government departments. Service delivery can be defined as any contact with the public administration during which customers – citizens, residents, or enterprises – seek or provide information, handle their affairs or fulfil their duties. The function is governed by the Public Service Regulations of 2016 emanating from the Public Service Act of 1994 ([www.dpsa.gov.za/](http://www.dpsa.gov.za/)).

The available multitude of research papers focuses on service delivery protests causes without looking at how the public servant's contribution to the causes of these protests. The objective of this study is to investigate how the public servants influences or contribute to the root causes of service delivery protests in South Africa across all spheres of government. A mixed method was most appropriate and employed the qualitative method, which adopted an interpretivist approach, and a quantitative method, which employed a positivist approach, to investigate the root causes of service delivery protests. The data collection tools used are surveys questionnaire and , interviews. The participants were from four provinces and four departments within the provinces. The findings are that service delivery protests are a perennial problem for South Africa and can be curbed by providing continuous feedback on government interventions to both public sector and private sector; mainstream financial management and accountability at all levels; and service delivery issues should form part of performance contracts of all employees, citizens and employing competent staff, who can interpret legislation and translate it into service delivery implementation plans. Good legislation is not enough, as it requires competent employees to implement. It is

recommended that the South African Government develops a common training to develop competencies for all frontline staff so that citizens are treated the same in private and public sector.

Keywords: South Africa, government, legislation, service delivery, protests, employees, competence, attitude.

## Declaration

I declare that this thesis has been composed solely by myself and that it has not been submitted, in whole or in part, in any previous application for a degree. Except where stated otherwise by reference or acknowledgment, the work presented is entirely my own.

### Copyright Page

I confirm that I retain the intellectual property and copyright of the thesis submitted. I also allow Unicaf University to produce and disseminate the contributions of the thesis in all media forms known or to come as per the Creative Commons BY Licence (CC BY).

## Acknowledgements

I would like to express my sincere gratitude to the UNICAF University team, the Doctoral School for an opportunity of a lifetime; their guidance and support throughout the years of my studies. The successful completion of this study would not have been possible without my supervisor, Dr Mousumi Mujumdar, who gave me valuable feedback and support throughout all my chapters.

My gratitude also goes to Dr Thokozane Mathebula of WITS University in South Africa, for encouraging me to pursue the research topic for this study. His continuous motivation, guidance and support when I was overwhelmed by the workload. He gave me courage to hold on and continue. A huge thanks to him for proofreading my work.

I am grateful for my family, my children for understanding when I spend most of my time studying; my late mother for encouraging me to study further; and my son-in-law Mr. Thabiso Mothibe for his technical support. Special Thanks to Prof Thommy Madiba of Pretoria University for assisting with the statistical analysis.

Special gratitude to my respondents for taking time to respond to the survey and accepting to do interviews during unprecedented times of COVID-19.

Finally, all praises and gratitude go to the God of Mount Zion for giving me intellect and wisdom to understand and interact with technical written material and apply knowledge and the power to complete the study. May He be exalted forever and ever.

## Contents

Table of Acronyms .....	xvi
Table of Abbreviations .....	xvii
Table of Figures .....	xix
Table of Tables.....	xxiii
Chapter 1: Introduction.....	1
Source: New York Times- South Africans voting for the first time.....	3
1.1 Problem Statement.....	32
1.2 Purpose and aims of the Research.....	37
1.2.2 Research aims and purpose.....	38
1.3. The Research objectives and hypothesis of the study.....	38
1.3.2 Hypothesis .....	39
1.3.3 Research Questions.....	39
1.4 Nature and significance of the study.....	40
1.4.2 Significance of the study.....	41
1.5 Research Structure.....	42
Chapter 2: Literature Review Structure .....	44
2.2 Conceptual/Theoretical Frameworks .....	50
Source: Swaen., B; George T., (2022). 15/11/2022 .....	51
Theoretical Frames .....	52
2.2.1 Preferred theoretical framework .....	53
2.2.2 Evaluation of theoretical frameworks.....	54
2.2.3. Theoretical frameworks in my field of study.....	55
2.2.4 The Preferred Theoretical Frameworks in my Field of Study.....	55
The Quality Management system.....	59
The Performance Management System.....	59
2.3. Descriptive enquiry.....	62
2.2.5 Service Delivery.....	63
The characteristics of service provision.....	65
a) Customer Service Quality .....	65
b) Employee engagement .....	66
c) Customer expectations .....	69
South African Government Service Provision Procedures .....	71
2.2.6 Service Delivery Culture.....	73
Characteristics of Service Delivery Culture .....	74



a) Customer-centric approach .....	74
b) The Republic of South Africa Constitution .....	75
c) Batho Pele belief sets .....	76
2.2.7 Competence of Public Servants (frontline staff) .....	76
Improving business operations can be accomplished by: .....	79
f) Frontline employees in the public sector: .....	79
Features of a competent public servant .....	80
2.2.8 Citizens' rights and benefits .....	82
2.2.9 Service delivery protests .....	83
2.3 Analytical Inquiry on Service Delivery .....	83
2.3.1 Service Delivery in an International Space .....	83
Philanthropy Activities .....	88
Ubuntu philanthropy .....	89
Macro- philanthropy .....	89
Meso-philanthropy .....	91
Micro-philanthropy .....	91
(a) Responsibilities and roles of the Department of Social Development .....	92
b) Responsibilities and roles of the Department of Education .....	93
c) The responsibility of Department of Human Settlement .....	94
d) Responsibilities and roles of the Department of Health .....	96
<b>d) To Promote Gender Equity and Empower Women .....</b>	<b>97</b>
e) To Promote Global Development Partnership .....	98
2.3.2 Service delivery in the National , Regional and local space .....	100
<b>Service Delivery in National Space .....</b>	<b>100</b>
<b>Service delivery in regional space .....</b>	<b>101</b>
Service Delivery in Local Space Local government .....	104
There are various types of municipalities: .....	109
The Areas of Agreement and Disagreement in Literature .....	116
The researcher's opinion in support or against the existing literature .....	117
The concept of data analysis in research .....	120
2.4 Qualitative and Quantitative Trustworthiness of Data .....	122
Techniques and methods for credibility data .....	122
Credibility, truthfulness, and competence of researchers .....	123
Philosophical beliefs of respondents .....	123
Challenges that come with qualitative and quantitative data .....	125
Potential weakness to interpretation of data collection analysis .....	126

2.5 Theme: Normative Literature Review.....	127
2.5.1 Actions and Behaviours of Public Servants.....	127
Value creation.....	128
Public Service Competence.....	135
Accountability .....	136
Hiring the right individuals.....	140
2.5.2 Values of South African Citizens (clients).....	142
2.5.3 Service Delivery Culture Norms.....	144
Service culture norms .....	149
Support to Customers and Clients .....	151
Empower employees to resolve problems .....	152
Shared norms.....	153
2.5.4 Efficient and sustainable government service delivery in South Africa.....	154
2.5.5 Retaining the best people .....	155
2.5.6 Providing needed support system to people.....	157
2.5.7 Cooperative communities .....	157
2.5.8 Industry/Field description .....	163
2.5.9 Conclusion .....	164
2.5.10 Summary.....	169
Chapter 3: Research Approach and Design .....	178
3.1 Introduction.....	178
3.1.1 Problem Statement.....	179
3.1.2 Purpose of the Research.....	180
3.2 Research Design and Methodology .....	181
3.2.1 Research design .....	182
3.2.2 Research Methodology Qualitative Method.....	182
Quantitative Method.....	183
Comparison of qualitative and quantitative methods.....	184
3.2.3 Mixed-method research methodology.....	185
3.2.4 Triangulation.....	188
The paradigms of mixed method.....	189
3.3 Research Process for mixed method approach.....	190
3.3.1 Population and the sample of research study .....	190
Description of the population .....	191
3.3.2 Sample Size .....	192
Sampling Techniques .....	194

3.3.3 Characteristics of participants.....	194
The primary objective is to investigate the origins of service delivery protests in the four post-apartheid provinces and four departments within each province of South Africa: .....	195
• To discover how public servants/ frontline staff conduct contribute to service delivery culture. ....	197
• To confirm the effects of protests on citizens .....	199
• To determine if government departments have a conducive environment for service delivery. ....	201
• To highlight a model that enables the management of service delivery and reduction of service delivery protests.....	202
A service delivery model.....	204
3.4 Material instrumentation of research tools.....	205
3.4.1 Data collection method .....	205
3.4.2 Features of data collection instruments.....	205
3.4.3 Contribution of data collection in research in general.....	206
3.4.4 Questionnaires and their central features .....	208
Purpose of questionnaires in research.....	208
The factors for Effects of service delivery protests are: .....	210
Factors on how service delivery protests can be eliminated relates to: .....	211
Factors for a conducive environment for service delivery are;.....	212
3.4.5 The Survey.....	214
3.4.6 Interviews and its central features.....	214
Interviews as a blended approach to data collection.....	215
3.5 Ethical Assurances.....	216
3.5.2 Principles of research ethics.....	216
The ethical role of the researcher .....	217
3.5.3 Reliability and validity of data.....	218
Reliability .....	218
3.5.4 Validity .....	219
3.6 Conclusions.....	221
3.7 Summary.....	223
Chapter 4: Data analysis and interpretations .....	229
What is the appropriate cultural conduct of employees for service delivery? .....	229
4.2 Demographical data (Respondents) .....	232
4.2.1 Age groups of participants.....	233
4.2.2 Gender of participants.....	233
4.2.3 Geographic location of participants .....	234

4.2.4 Sector participation: Departments.....	235
4.2.5 Experience of participants: Salary level.....	236
4.2.6 Categories of participants .....	237
Responses from Employees, Beneficiaries, and Interviewees .....	238
Question 7 What are the causes of service delivery protests. ....	238
Question 7 Variable 2 : Services Culture.....	239
Question7 Variable 3 Attributes and traits .....	240
Question 7 Variable 4: Competence .....	241
Question 8 What are the effects of service delivery protests? .....	242
Question 8 Variable 2: Quality of life .....	243
Question 8 Variable 3: Economic growth.....	244
How can Service delivery protests be eliminated? .....	245
Question 9 Variable 2: Providing feedback.....	246
Question 9 Variable 3: Customer Loyalty .....	247
Question 9 Variable 4: Competent frontline staff.....	248
Question 10 What are employees' cultural conduct for service delivery?.....	249
Question 10 Variable 2: Serving Conduct .....	250
Question 10 Variable 3 Belonging Conduct.....	250
How do departments create a conducive environment for service delivery? .....	251
Question 11 Variable 2: Employee Development .....	252
Question 11 Variable 3: Human Resources.....	253
The mean is an average of the data sets.....	256
4.3 Descriptive Data analysis.....	257
4.4 Hypothesis testing.....	282
4.4.1 Hypothesis 1. Customer service culture.....	283
Chi-square: service delivery culture: association of salary level and categories of respondents .....	284
Chi-Square Tests belong cultural conduct and categories of response: salary levels. ....	284
Chi-Square Test serve cultural conduct and Categories of respondents: salary levels.....	285
4.4.2 Hypotheses 2. Public servants' competence .....	285
Chi-Square Tests: competent frontline staff association with Departments .....	286
Chi-Square Tests: Competence: association with Salary level .....	286
4.4.3 Hypothesis 3. Question how to eradicate service delivery protests?.....	286
Chi-Square Tests .....	287
4.5 Qualitative data analysis .....	287
Theme 1: Qualitative responses to, what are the causes of service delivery protests. ....	287
Theme 2: Responses to the question what effects of service delivery protest are. ....	290

Theme 3: Responses to the question how can service delivery protest be eliminated.....	291
4.5 Summary of the data analysis .....	293
4.6 Research findings.....	296
4.6.1 Finding number 1.....	297
4.6.2 Finding number 2.....	297
4.6.3 Finding number 3.....	298
4.6.4 Finding number 4.....	298
4.6.5 Finding number 5.....	298
4.6.6 Finding number 6.....	299
4.6.7 Finding number 7.....	301
4.6.8 Finding number 8.....	301
4.6.9 Finding number 9.....	301
4.6.10 Finding number 10.....	302
4.7 Discussion of Findings.....	302
4.7.1 How findings respond to causes of service delivery. ....	303
4.7.2 How findings respond to effects of service delivery protests.....	305
4.7.3 How findings respond to elimination of protests. ....	306
4.7.4 How findings respond to ideal cultural conduct of employees that supports service delivery. ....	308
4.7.5 How findings respond to the creation of a conducive environment for service delivery. ....	311
4.7.6 How findings respond to theory and conceptual frames.....	313
4.7.7 How the findings respond to the problem of the study .....	315
4.8 Conclusions of the section .....	317
Chapter 5: Implications, Recommendations and conclusions .....	318
5.1.2 Implication for theory .....	319
5.1.3 Implications for Policy.....	319
5.1.4 Implications for Practice .....	319
5.1.5 Implications for Context .....	320
5.1.6 Limitations of the study .....	321
5.2 The study contributions .....	321
5.2.2 Value add model for service delivery in the public service. ....	324
5.2.3 The constituents of the value-add model. ....	327
Environmental Demands .....	327
Modernization Inputs .....	327
Strategic plan.....	329
Adopted from : oeconsultanting.com.sg ( 2023) Stakeholder engagement.....	330

## •6: 331

Adapted from APM Association and Project Management Performance Management ..	331
Adapted from : QAUNTUM Workplace Equity.....	332
Kills Audit .....	332
Staffing .....	333
Results .....	333
5.2.4 How the study contributes to the provinces. ....	334
The governance structure in the public service .....	338
5.3 Research Recommendations and conclusions.....	342
5.4 Recommendations.....	343
5.4.1 Recommendation for policy.....	344
5.4.2 Recommendation for practice .....	345
5.4.3 Recommendation for future Research.....	348
5.4.4 The New Avenues for Research Contextually.....	349
Theoretically.....	350
Methodologically.....	350
Practically .....	350
5.4.5 Conclusion .....	351
Conclusions in relation to research questions Causes of service protests .....	355
Effects of service delivery protests.....	356
Service delivery protests elimination.....	357
Conduct of public servants that contribute to organizational culture .....	357
Conducive environment .....	358
References .....	359
Appendix A: Letter of consent of participant.....	395
Re: Informed consent from respondents on the research conducted; Student Id : R161 OD1912372.....	395
Annexure B: Interview questions Interview questions.....	396
Please try to answer all questions or as many as you can .....	396
2. What is your highest level of Education? Please choose the applicable level below .....	396
4. What is your highest level of Education?.....	396
5. What is your salary level? .....	396
6. In which Province do you reside .....	396
7. Which Department are you interacting/ contracted / employed? .....	397
7. The following issues cause service delivery? .....	397
2 Service culture .....	400

Annexure C: Questionnaire for government employees Title : Questionnaire for Government Employees.....	402
Please complete all questions and make sure you follow the instructions for each question .....	403
3. What is your highest level of Education? Please choose the applicable level below .....	403
3. What is your salary level ? Tick where applicable.....	403
5. In which Province do you reside tick where applicable.....	403
6. In which Department are you employed tick where applicable .....	403
7. The following issues cause service delivery .....	404
1. What is your Age? :Please complete below .....	408
3. What is your highest level of Education? Please choose the applicable level below .....	408
4. What is your salary level ? Tick where applicable.....	408
5. In which Province do you reside tick where applicable.....	408
6. Which Department are you interacting/ contracted tick where applicable.....	408
13. The following issues cause service delivery .....	408
17. The department you interact with create a conducive service delivery environment by providing:.....	411
Annexure E: UNICAF Research Ethics Application Form Doctoral Studies .....	412
Annexure F: Gatekeeper letter.....	422

## Table of Acronyms

SMART	:	Simple, Measurable, Attainable, Realistic and Time bound
EDUC	:	Education
COVID-19	:	Coronavirus Disease
STATS	:	Statistics
QUAN	:	Quantitative
QUAL	:	Qualitative
KZN	:	KwaZulu-Natal
UREC	:	University Ethics Committee
PhD	:	Doctor of Philosophy
PFMA	:	Public Finance Management Act
SRS	:	Simple Random Sampling
MMR	:	Mixed-Methods Research



## Table of Abbreviations

RDP	:	Reconstruction and Development Plan
GEAR	:	Growth, Empowerment and Redistribution
SA	:	South Africa
USA	:	United States of America
SAMWU	:	South African Municipal Workers Union
TQM	:	Total Quality Management
HRM	:	Human Resource Management
PA	:	Public Administration
NPA	:	New Public Administration
NPG	:	New Public Governance
OSHA	:	Occupational Safety and Health Administration
UN	:	United Nations
ICT	:	Information Communication Technology
UNESCO	:	United Nation Education Scientific and Cultural Organizations
ISCED	:	International Standard Classification of Education
UNICEF	:	United Nations Children's Fund
WHO	:	World Health Organization
HIV	:	Human Immunodeficiency Virus
AIDS	:	Acquired Immune Deficiency Syndrome
GNI	:	Gross National Income
MDG	:	Millennium Development Goals
DPSA	:	Department of Public Service Administration
MEC	:	Member of Executive Council
PGDS	:	Provincial Growth and Development Strategy
ANA	:	Annual National Assessment
TVET	:	Technical Vocational Education and Training
SETA	:	Sector Education and Training Authority
OECD	:	Organization for Economic Co-operation and Development
NDP	:	National Development Plan
GAAP	:	General Acceptable Accounting Standards
AGSA	:	Auditor General South Africa

IQ	:	Intelligent Quotient
CCMA	:	Commission for Conciliation, Mediation and Arbitration
PDP	:	Personal Development Plan
ABET	:	Adult Basic Education and Training
SAMDI	:	South African Management Development Institute
SSP	:	Sector Skills Plan
WSP	:	Workplace Skills Plan
PPP	:	Public Private Partnership
DEFBOT	:	Design Finance and Operation and Transfer Projects
DFO	:	Design Finance and Operations
DEBOT	:	Design Built Operation and Transfer
GDP	:	Gross Domestic Product
AMS	:	Agricultural Marketing Services
CSR	:	Corporate Social Responsibility
SOPS	:	Standard Operating Procedures
CMC	:	Core Managerial Competencies
KPA	:	Key Performance Areas

## Table of Figures

Figure 1: South Africans protests-Image by Roger Bosch .....	21
Figure 2: South Africans voting for the first time .....	23
Figure 3: Protests 2009-2014.....	24
Figure 4: Record of protests in South African provinces.....	25
Figure 5: Economic growth interview responses.....	27
Figure 6: Effects on quality of life.....	27
Figure 7: Beneficiaries responses to Quality of life interview.....	28
Figure 8: Interviewee responses to customer satisfaction.....	28
Figure 9: Conceptual Frames Flowchart.....	51
Figure 10: The Mckinsey 7S Model.....	54
Figure 11: Employee Engagement Framework (Al Mehrzi & Singh, 2016).....	68
Figure 12: Spheres of Government.....	102
Figure 13 Converged Parallel method of data collecting. Adopted from Creswell and Plano Clark 2017.....	186
Figure 14: Mixed method study steps.....	187
Figure 15: Data Triangulation.....	188
Figure 16: qualitative and quantitative data from participants.....	195
Figure 17: Root causes of service delivery protests are attributed to Competence.....	196
Figure 18: Root causes of service delivery protests are attributed to attributes and traits .....	196
Figure 19: Root causes of service delivery protests are attributed to government legislation.....	196
Figure 20: Root causes of service delivery protests are attributed to service culture .....	197
Figure 21: Service Delivery Causes.....	197
Figure 22: Behavioral conduct of frontline staff ascribed to service delivery culture as caring .....	198
Figure 23: Behavioral conduct of frontline staff ascribed to service delivery culture as belonging .....	198
Figure 24: Behavioral conduct of frontline staff ascribed to service delivery culture as serving ..	198
Figure 25: Service Delivery Conduct: Provinces.....	199
Figure 26: Effects of service delivery protests are visible through morale of citizens .....	199
Figure 27: Effects of service delivery protests are visible through quality of life .....	200
Figure 28: Effects of service delivery protests are visible through customer satisfaction .....	200
Figure 29: Effects of service delivery protests are visible through economic growth.....	200

Figure 30: Service Delivery Effects: Provinces.....	201
Figure 31: Conducive environment is aligned to budget.....	201
Figure 32: Conducive environment is aligned to employee development.....	201
Figure 33: Conducive environment is aligned to human resources .....	202
Figure 34: Service Delivery Environment: Province .....	202
Figure 35: Reduction of service delivery protests attributed to competent front-line staff .....	203
Figure 36: Reduction of service delivery protests attributed to customer loyalty.....	203
Figure 37: Reduction of service delivery protests attributed to providing feedback .....	203
Figure 38: Reduction of service delivery protests is attributed to efficient service delivery.....	204
Figure 39: Protests elimination .....	204
Figure 40: Issued Questionnaire .....	231
Figure 41: Returned Questionnaires .....	231
Figure 42: Ages :participants frequencies.....	233
Figure 43 Gender of Participants .....	234
Figure 44: Provincial participation .....	234
Figure 45: Participation per department .....	235
Figure 46: Participation Salary levels.....	236
Figure 47: Frequency of participants categories .....	237
Figure 48: Variable no 1: Government Legislation .....	239
Figure 49: Variable no 2: Service Culture .....	240
Figure 50: Variable 3 Attributes and traits.....	241
Figure 51: Variable 4: Competence .....	242
Figure 52: Variable 1 Morale of citizens .....	243
Figure 53: Variable 2: Quality of life .....	244
Figure 54: Variable 3: Economic growth.....	245
Figure 55: Variable 9: Efficient Service Delivery .....	246
Figure 56: Variable 2: Providing feedback .....	246
Figure 57: Variable 3: Customer Loyalty .....	247
Figure 58: Variable 4: Competent frontline staff.....	248
Figure 59: Variable 1: Caring conduct .....	249
Figure 60: Variable 2: Serving Conduct.....	250
Figure 61: Variable 3 Belonging Conduct.....	251
Figure 62: Variable 1: budget .....	252

Figure 63: Variable 2 Employee Development.....	253
Figure 64: Variable 3 Human Resources.....	254
Figure 65: Count of Variables by Standard deviation.....	256
Figure 66: Count of Variables by Mean .....	256
Figure 67: Count of Variables by Median .....	256
Figure 68: Association: Provinces and variables tested.....	261
Figure 69: Gauteng Province .....	262
Figure 70: Western Cape Province .....	265
Figure 71: KZN Province .....	267
Figure 72: Free state Province .....	270
Figure 73: Association Ages 23-35 years with variables tested.....	273
Figure 74: Association Ages 36-45 with variables tested.....	275
Figure 75: Association Ages 46-60yrs with variable tested.....	277
Figure 76: Associations between categories and salary levels.....	279
Figure 77: Government Legislation.....	288
Figure 78: Service Culture.....	289
Figure 79: Attributes and traits .....	289
Figure 80: Competence.....	290
Figure 81: Quality of Life.....	290
Figure 83: Morale .....	291
Figure 82: Customer Satisfaction .....	291
Figure 84: Efficient Service Delivery .....	292
Figure 85: Providing Feedback.....	292
Figure 86: Customer Loyalty.....	292
Figure 87: Competent Frontline Staff.....	293
Figure 88: Not sure data.....	299
Figure 89: Associations : provinces and variables tested.....	302
Figure 90: Value: A new model for Archiving high performance in Public Service Organizations .....	326
Figure 91: Strategic plan.....	330
Figure 92: Stakeholder engagement.....	331
Figure 93: Performance Management.....	332
Figure 94: Associations : Provinces and variables tested .....	334

Figure 95: Gauteng province associations .....	335
Figure 96: Rate of respondents who are not sure at Gauteng province .....	335
Figure 97: Western Cape Province association Data .....	336
Figure 98: Western Cape Province .....	336
Figure 99: KZN province association data .....	337
Figure 100: Responses from Kwa-Zulu Natal (KZN) are below 8.....	337
Figure 101: Free state Province .....	338
Figure 102: Free state Province data .....	338

## Table of Tables

Table 1: Conceptual Frames.....	50
Table 2: Provincial and local government structure .....	105
Table 3: Philosophical Beliefs.....	123
Table 4: Value Creation Model.....	130
Table 5: Departmental Budgets.....	137
Table 6: Departmental Audit Report.....	137
Table 7: Departmental Audit Outcomes.....	138
Table 8: The difference between external and internal auditors .....	140
Table 9: Value Structure .....	143
Table 10: Decision Making Matrix: Adopted from McKensey & Company .....	153
Table 11: Qualitative and quantitative data.....	184
Table 12: The comparison of two main paradigms in the study .....	189
Table 13: Responses of sample of research study.....	191
Table 14: Sample Frame .....	193
Table 15: Responses based on Variables studied.....	232
Table 16: Percentage participation.....	233
Table 17: Gender of participants .....	233
Table 18: Geographic location of participants .....	234
Table 19: Sector participation: Departments.....	235
Table 20: Experience of participants: Salary level.....	236
Table 21: Participants categories.....	237
Table 22: Variable no 1: Government Legislation.....	238
Table 23: Variable no 2: Service Culture.....	239
Table 24: Variable 3 Attributes and traits .....	240
Table 25: Variable 4: Competence.....	241
Table 26: Variable 1 Morale of citizens.....	242
Table 27: Variable 2: Quality of life .....	243
Table 28: Variable 3: Economic growth .....	244
Table 29: Variable 9: Efficient Service Delivery.....	245
Table 30: Variable 2: Providing feedback.....	246

Table 31: Variable 3: Customer Loyalty .....	247
Table 32: Variable 4: Competent frontline staff .....	248
Table 33: Variable 1: Caring conduct.....	249
Table 34: Variable 2: Serving Conduct .....	250
Table 35: Variable 3 Belonging Conduct .....	250
Table 36: Variable 1: budget .....	251
Table 37: Variable 2 Employee Development.....	252
Table 38: Variable 3: Human Resources .....	253
Table 39: The Mean Median and standard deviations .....	254
Table 40: Association: Departments with variables tested .....	257
Table 41: Association: Salary Level with variables tested .....	258
Table 42: Association: Provinces and variables tested .....	260
Table 43: Gauteng Province .....	261
Table 44: Western Cape Province .....	264
Table 45: KZN Province .....	266
Table 46: Free state Province .....	269
Table 47: Association: Ages with variables tested .....	271
Table 48: Association Ages 23-35 years with variables tested.....	272
Table 49: Association Ages 36-45 with variables tested .....	274
Table 50: Association Ages 46-60yrs with variable tested.....	276
Table 51: Association: Categories Salary levels.....	277
Table 52: Association: Categories and Salary level indicating influential variables .....	280
Table 53: Association: Categories and Salary level for not sure responses.....	281
Table 54:P-value cross tabulation to test the hypothesis .....	283
Table 55: Chi-square: service delivery culture: association of salary level and categories of respondents .....	284
Table 56: Chi-Square Tests belong cultural conduct and categories of response: salary levels. ....	284
Table 57: Chi-Square Test serve cultural conduct and Categories of respondents: salary levels ..	285
Table 58: Chi-Square Tests: competent frontline staff association with Departments .....	286
Table 59: Chi-Square Tests: Competence: association with Salary level.....	286
Table 60: Chi-Square tests.....	287
Table 61: Variables Influential levels.....	294



Table 62: Association: Departments with variables tested .....	297
Table 63: Association: Departments with variables tested .....	298
Table 64: Association: Salary Level with variables tested .....	298
Table 65: Association: Salary Level with variables tested .....	298
Table 66: Association: Categories Salary levels.....	300
Table 67: Association: Categories and Salary level indicating influential variables .....	301
Table 68: Association: Categories and Salary level indicating influential variables .....	30

## Chapter 1: Introduction

An Analysis of Service Delivery Protests in Post-Apartheid South Africa is the topic of this study. This Case Study was conducted in Gauteng, Free State, Western Cape, and KwaZulu-Natal. Relevance of this topic is based on the idea that every service provided by all government departments should be beneficial to South African citizens. Service delivery protests were used during apartheid era to fight the regime and its unfair laws. A variety of campaigns and large-scale demonstrations against the regime were conducted during the pre-liberation era by the United Democratic Movement (UDM), the Inkatha Freedom Party in Kwazulu-Natal, the PAC at Sharpeville (1960) in Gauteng, and the Langa in the Western Cape. In 1976, there was a student demonstration calling for the repeal of the laws enforcing apartheid. Researchers like Alexander (2010), Masiya (2019), and Newberry (2012) noted that service delivery protests in South Africa can be either violent or nonviolent. The violent portion is considered a security risk. People were protesting apartheid segregation, which prevented Africans from receiving basic services including clean water to drink, good sanitation, healthcare, power, and housing (Krugell, 2010). The protests were justified by the apartheid era and the poor living conditions faced by Africans. The protests that rendered the previous administration unaccountable are depicted in the image below; as a result, South Africans earned their independence.



*Figure 1: South Africans protests-Image by Roger Bosch*

In 1994, South Africans elected Nelson Mandela as their first president. During the presidency of Nelson Mandela, South Africa celebrated its long-awaited liberation in tranquility. Protests were considered an anomaly because citizens were enthusiastic about democracy. This new administration ushered in new economic policies, such as the Reconstruction and Development Plan (RDP), which was intended to redistribute resources, and the Growth, Empowerment, and Redistribution (GEAR) (National Treasury), which was intended to bring about a radical economic transformation. The integrated strategy developed was directed at:

- Growing the economy.
- Fiscal policy reform
- Trade and enterprise policy
- Social and Sectoral Policy
- Public Investment and asset restructuring
- Achieve a national social agreement.
- Policy acknowledgement

These issues are directly or indirectly responsible for protests in South Africa, but they are beyond the scope of this study. As it is more relevant to this research, the Social and Sectoral Policy will be examined. The Reconstruction and Development Policy (RDP) was conceived as a result of this Constitution-guided strategy. These three pieces of legislation have a strong emphasis on Education, Health, Welfare, and Housing, all of which have contributed to and been affected by Protests in South Africa; consequently, the studies concentrate on the causes of service delivery protests within the social cluster.

South African citizens waited in lengthy lines to vote in the hopes that their lives will improve. There was no need for demonstrations because South Africans could express themselves freely through their ballots. Below is a photograph of South Africans waiting in lengthy lines to vote.



*Figure 2: South Africans voting for the first time*

**Source: New York Times- South Africans voting for the first time**

The situation changed when the dominant party was unable to keep its promises. According to Cheruiyot et al (2015), a new form of violence and collective action has emerged in protest of substandard municipal services. In post-apartheid South Africa, the Bill of Rights (17) protects demonstrations, stating that "everyone has the right to assemble and demonstrate; to picket and present petitions." The Labour Relations Act 64(1) permits employees to go on strike over bargaining issues, but not for services. The Regulation of Gathering Act of 1993, as amended, and the Weapons Act 15 of 2013 are founded on the right to demonstrate. The study by Chigwata et al (2017) indicates that, between 2009 and 2014, the years with the most disturbances were 2009 (204) and 2014 (218). Province-by-province: 30% Gauteng, 22% Western Cape, 14% KwaZulu-Natal, and 6% Free State, as per

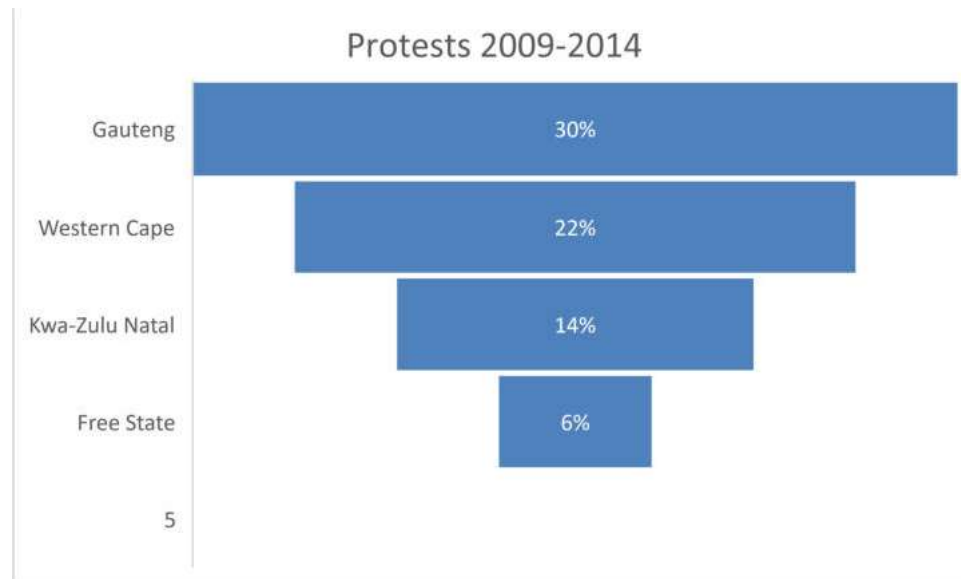


figure 3.

*Figure 3: Protests 2009-2014*

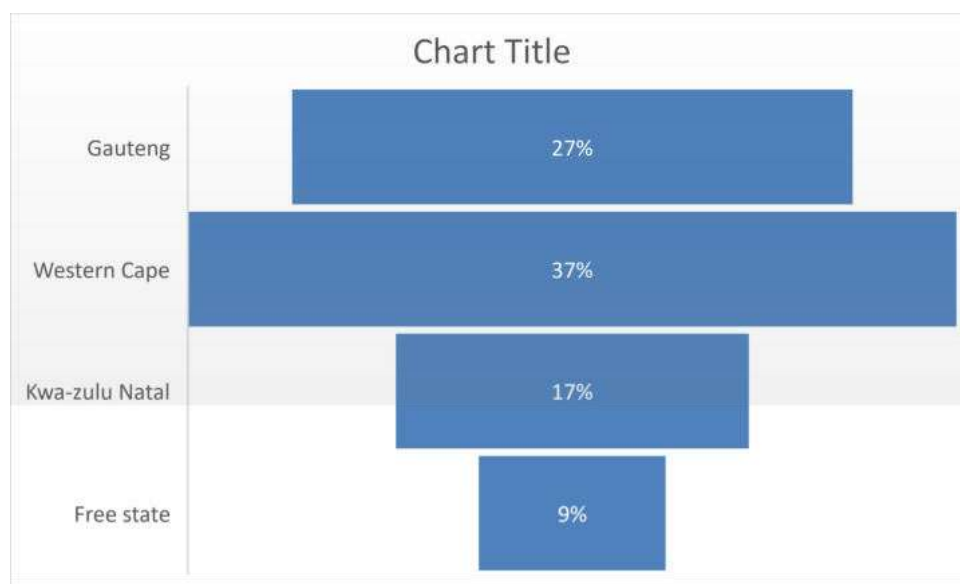
The South African Government promulgated service delivery legislation to give effect to the implementation of service delivery with intentions to minimize protests. These gave birth to the Department of Public Service and Administration (DPSA) as a ministry responsible for governance and oversight of service delivery. The South African service delivery legislation encourages the provision of information and better access to services, as well as an effective feedback loop that will periodically inform and explain service delivery progress, thereby keeping citizens informed. In addition, the Reconstruction and Development Plan (RDP, 1994) (SA gov) stipulates that the public service provided by a public servant must be accessible, transparent, accountable, efficient, and free of corruption. Growth, Empowerment, And Redistribution (GEAR) (SA Gov) encouraged the use of government resources for productive investment, thereby ensuring that government departments refocus their efforts on maximizing services for all citizens. The "Batho Pele Act" as promulgated in 1995<sup>1</sup> serves as the interface between government departments and the general public (Opengovpartnership.org).<sup>2</sup> Central to this legislation is a competent employee who can comprehend and analyze legislation, which guides how business or things are done (organizational culture), understands customer needs and translates them into outcomes (competence), and takes pride in providing services that meet customers'

<sup>1</sup> Batho Pele White Paper 24 of (1995) seeks to transform service delivery in the public service and create value for the citizens.

<sup>2</sup> The Constitution of the Republic of South Africa (1996) makes provision for the rights to basic goods and services (e.g. food, drinking, water, shelter, clothing, health care, electricity and education) which are delivered by government departments.

expectations (delivery).

In spite of this excellent legislation, South Africa continues to experience significant service delivery protests. This is evidence of dissatisfied citizens and services that do not add value. The Institute for Security Studies demonstrations and Public Violence Monitor has reported that the average number of demonstrations over seven years beginning in 2013 was two (2) per day, with the highest number of protests occurring in 2013 and 2014, totaling more than three (3) per day. In 2018, when President Ramaphosa assumed control of the republic, there was a significant decrease to one (1) per day. However, this was only temporary, as the number began to rise again in 2019. Before closure, there were 42 demonstrations, or two (2) per day, on average. During the most restricted period of the hold down, there were 59 protests per month, or an average of two (2) per day. When the quarantine was lifted, a total of 169 incidents were reported, and the number continued to rise. During the same time frame, Western Cape had the highest rate of protest (37%), followed by Gauteng (27%), Kwazulu-Natal (17%) and Eastern Cape (15%) as per figure 4. This is a clear indication that protests in South Africa pose a challenge.



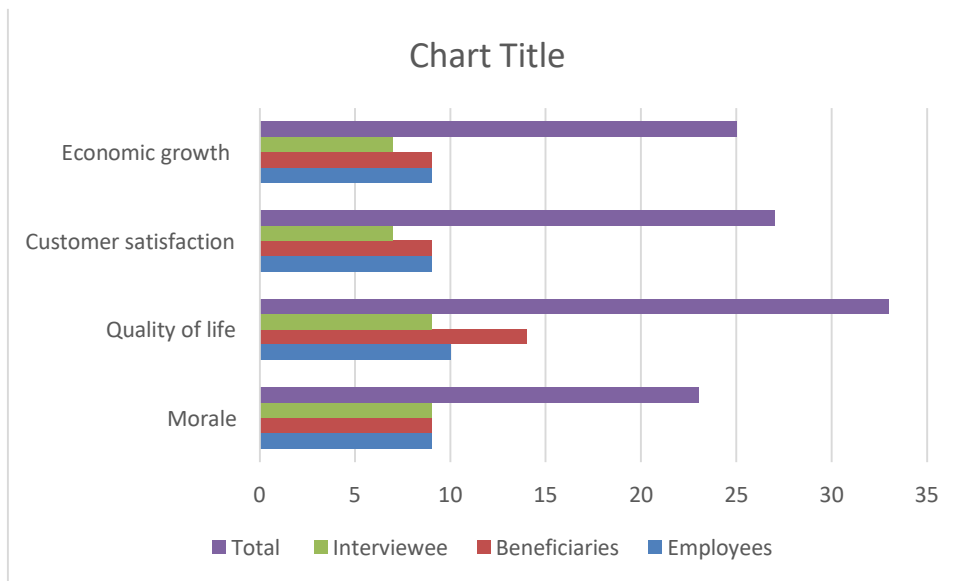
*Figure 4: Record of protests in South African provinces*

Destruction of structures and facilities characterizes violent demonstrations as destructive. Rebuilding these facilities places a financial burden on the government. The most devastating aspect of these protests is the loss of life. The study conducted in Tzaneen,

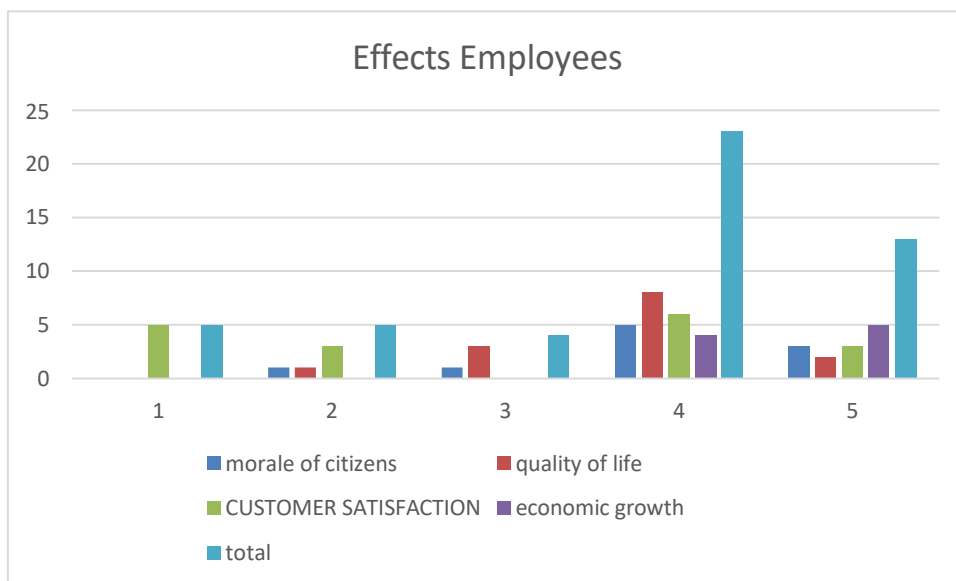
Limpopo province, to measure the socio-economic issues exacerbated by service delivery demonstrations concluded that non-violent protests have positive effects on socio-economic issues, whereas violent protests have negative effects (Mamokheng, 2021). The data presented below indicates that service delivery disruptions have an impact on socioeconomic issues.

This study found that service delivery protests have an effect on the wellbeing of citizens. According to Gamade (2021), violent demonstrations are correlated with poverty and unemployment and are prevalent in informal settlements where the majority of residents are unemployed and the infrastructure is deficient. According to this study conducted on government service recipients and employees The results indicate that the service delivery protest has an effect on psychosocial issues in humans. The variables quality of life, which according to the World Health Organization (2008) are perceptions of the individual's life in terms of their position in life, context and culture, and value system in which they live; customer satisfaction, which is a measure of how satisfied customers are with the goods and services and capabilities of administrations; and economic growth, which is a measure of the increase in the production of goods over a period of time. According to Roser, M. (2021), products and services will address what people value, namely good health, access to education, nutrition, peace, human rights, a healthy environment, and happiness. Citizens' morale is a psychological effect measured in terms of maintaining optimism, courage, and loyalty, as well as avoiding emotional responses to the threat of peril and the need to sacrifice.

The study found that protests have an impact on the quality of life of citizens, a finding corroborated by 33 responses. In terms of health, physical environment, and education, this implies that the South African citizen's life value system is unacceptable. With 27 responses supporting customer satisfaction, it is evident that the service provided does not meet the clients' and customers' expectations. Economic growth is supported by 25 responses, indicating potential low growth due to the destruction of assets and the need for the government to be rebuilt, and morale is supported by 23 responses, indicating an environment that is characterized by disorder due to protests, resulting in depressed citizens. See figure 5 below.



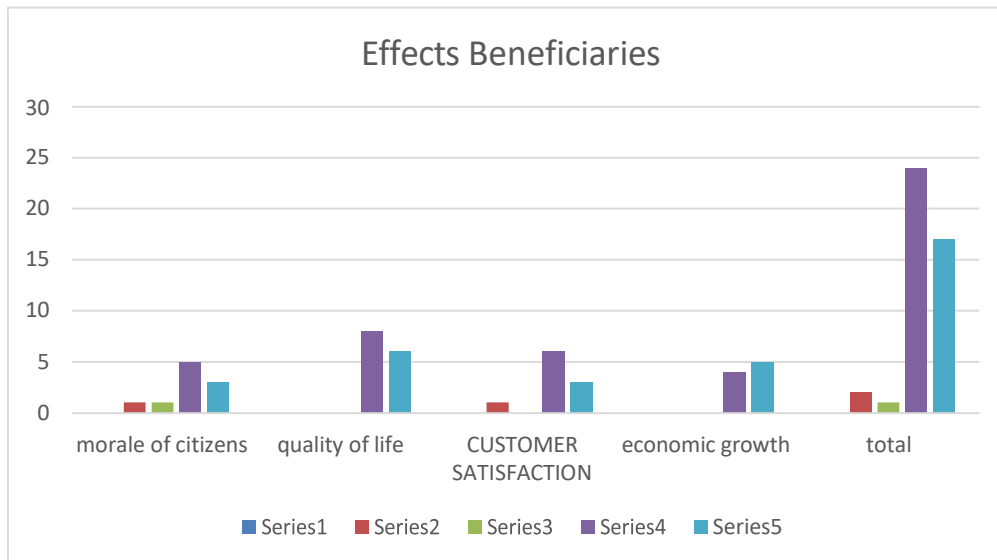
*Figure 5: Economic growth interview responses*



*Figure 6: Effects on quality of life*

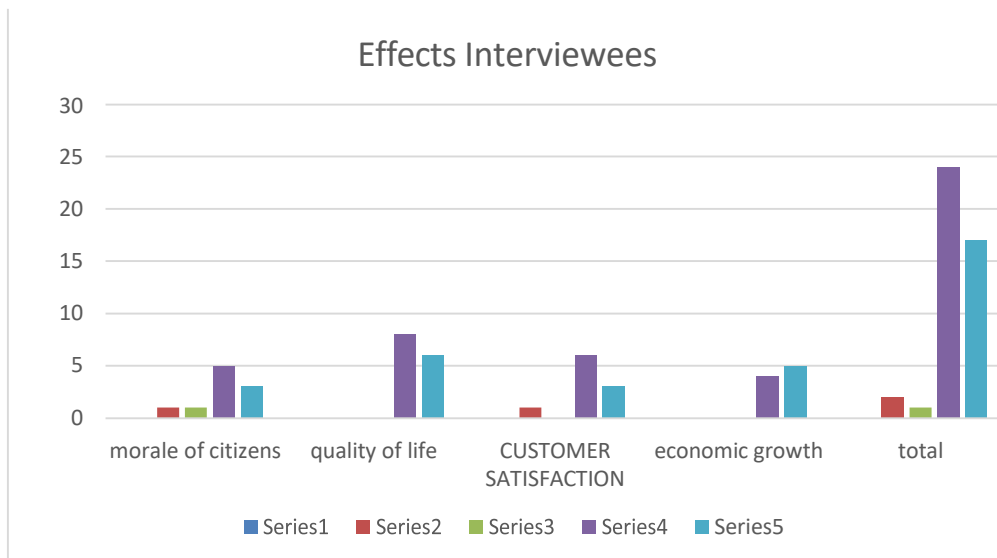
Employees as respondents also supported quality of life (10 responses), Customer satisfaction ( 9 responses) Economic Growth (9 responses) , Morale ( 8 responses) as per figure 6.





*Figure 7: Beneficiaries responses to Quality of life interview*

Beneficiaries as respondents supported Quality of life (14 responses), Customer satisfaction (9 responses), Economic growth (9 responses), Morale ( 8 responses) see figure 7 above.



*Figure 8: Interviewee responses to customer satisfaction*

Interviewees as reposes supported Quality of life ( 12 responses), Customer satisfaction ( 9 responses), Economic growth ( 9 responses), Morale (8 responses) as per figure 8.

As South Africa's problems grew, so did the number of protests, and because citizens were being negatively impacted, the South African government devised interventions to improve service delivery and reduce service delivery demonstrations so that citizens' lives could improve. President Zuma constituted a commission of inquiry to investigate the service delivery issues confronting South Africa and to recommend solutions. The commission formulated the National Development Plan (NDP), which identified poverty and inequality as the root causes of demonstrations and proposed six pillars to address these issues.

- Uniting South Africa
- Citizens should be active in their development and that they should hold government accountable.
- Raising economic growth
- Focusing on key capabilities of people and the country including skills, infrastructure, social security, strong partnership within and internationally
- Build a capable and developmental state.
- Develop strong leadership.

Social cohesion, unemployment, deprivation, lack of access to essential services, and rising food prices are still a concern, according to the 2008 social cluster report of the cabinet lekgotla under President Thabo Mbeki. This is still a concern in 2022.

On January 27, 2022, President Ramaphosa presided over a cabinet lekgotla in which he urged government leaders to address poverty, unemployment, and inequality in South Africa. They were to stimulate economic expansion and generate desperately needed employment. The lekgotla also focused on:

- Vision 2030- Recovery plan to improve economy and conditions of South Africans
- Demonstrated an effort to reduce unemployment and poverty.
- Solicit Private sector commitment to work with Government through partnerships (Public Private Partnerships- PPP) to develop infrastructure and creation of private sector employment.
- Fight against corruption and crime as an effort to improve public safety and

security.

- Reshuffled cabinet to bring in new capability that would improve the living conditions of SA.
- Improve connectivity and achieve 80% broadband access

According to Shaidi (2011), despite the fact that service delivery is a responsibility of national and provincial departments, municipal delivery is strongly linked to service delivery protests. The various levels of governance are interdependent on the execution of projects. The third chapter of the South African Constitution encourages cooperative government. The act directs the process of coordinating the efforts of all levels of government and the public sector to provide services and alleviate destitution. It can be argued that excellent, efficient service delivery can only be achieved when national, provincial, and local governments and the private sector collaborate; however, this is not the case at present, which explains why there are so many service delivery protests.

The literature review in this field focused on the number of protests from the government's perspective but did not delve into the actual causes of these demonstrations. The purpose of this study is to identify the voids in government service; however, the research concludes that government is not a delivery agent and that government employees are. It investigates how this delivery agent contributes to service delivery disruptions in greater depth. The study investigates the underlying causes of service delivery from the perspectives of government employees and recipients of government services.

The research topic is situated within the public administration service an activity of government that facilitates the provisioning of goods and services and focuses on the value-added delivery of government services to clients. Efficient service delivery depends on the quality of administrative practices; the extent to which the community is satisfied with the goods and services provided by public institutions. The previous regime provided public administration in a skewed manner hence the need for change which was done through transformation of the public administration by the post-apartheid regime. The root causes of service delivery will be investigated throughout the study in relation to how public

administration through public servants create value for citizens. The Constitution of the Republic of South Africa (1996) emphasizes the significance of employees promoting equity and fairness, human rights, and service delivery is included in this category as a human right for citizens. The public administration is a pioneer in adhering to good service delivery practices that promote equitable resource distribution and fairness. Promotion and maintenance of a high standard of professional ethics for public servants; Provision of impartial, fair, equitable service without bias; Economic, efficient, and effective utilization of resources; Encourage citizens to participate in policymaking; Be accountable, transparent, and development oriented. As organs of state and strategic service delivery partners, the national and provincial departments are required by the constitution to be service delivery driven. Article 25 of the African Charter on Human and People's Rights (<https://www.achpr.org/>) and the South African Bill of Rights (<https://www.sahrc.org.za>) are intended to protect service delivery as a human rights and fundamental freedom on the African continent.

The research will also, over and above be investigating the root causes of service delivery protests, examine the following hypotheses:

- (1) Building employee service delivery culture is embedded in legislation policies, rules, and code of conduct.
- (2) Competence of public servants is related to conduct, attitude, character, knowledge, and skills.
- (3) Efficient and effective feedback loops will promote service delivery and ultimately reduce service delivery protests.

The study will use a mixed method approach which uses both qualitative and quantitative methods. As stated by Howe (2012), qualitative and quantitative data will be gathered through structured questionnaires to provide an in-depth investigation of service delivery variables and service delivery protests in South Africa. The collected quantitative data will be analyzed statistically (mode, means, regressions, and correlations) and thematically utilizing concepts to provide evidence in support of the research's objectives and questions (causes, effects, and solutions of service delivery protests). Song, et al (2010). Electronic questionnaires will be distributed to supervisor team leader, frontline staff, and

beneficiaries of services at their offices and points of service to collect data from the four provinces. The data and instruments utilized will be triangulated and correlated across multiple respondents, as well as how the data relates to theory and literature to determine their reliability and validity. Thomas and Magilvy (2011) serve as the foundation for this chapter's addition of information to reduce repetition.

The determination of this research is to provide the SA government with the actual causes of service delivery protests, as reported by frontline employees and Government service beneficiaries. The frontline staff provides service using the department's service delivery system. Service providers also use the service delivery integrated system to deliver services. In the heightened phase of service delivery, the frontline staff is currently engaged. Information from frontline employees would demonstrate how inadequate or nonexistent government service delivery affects citizens and cause service delivery protests. The study will determine how the four most important components of service delivery are service culture, employee engagement, service quality, and customer experience play within service provisioning and potential contribution to service protests. The literature states that proficiency of public servants and the frequency with which they provide feedback to their clients are crucial in minimizing service delivery protests. Nonetheless, the study hopes that providing citizens with feedback will increase their understanding of what the government is doing, improve their morale and eventually reduce service delivery protests. Services are delivered by human beings and most research identified challenges and problems in service delivery and, did not indicate how the employees contributed to these protests directly or indirectly. The research questions and hypotheses will establish the validity of the above mentioned variables and demonstrates how the competence, conduct and behavior of public servants, an inconducive organizational environment contribute to service delivery protests.

## **1.1 Problem Statement**

The South African government after long years of oppression, white supremacy, and segregation of majority of citizens as advocated by the old public administration fostered serious unhappiness amongst the majority of citizens. This system promoted segregation against African people. They maintain a separate education, health system and human settlement, building houses with no electricity and clean drinking water. and payment of

unequal social grants. The South African government after gaining freedom, consequently promulgated good laws and policies, these were discussed in the introduction, to improve the living conditions of its citizens and guide how citizens should be served. However, despite an inclusive public administration and those good national legislation and policies, as well as international law and agreements, there is still a problem with service delivery and employee service delivery culture (or good customer service) in South Africa according to some research studies. Evidently, South Africa faces persistent service delivery protests for basic services, unpaid service providers, and late and non-service delivery. Most of the protests experienced by South Africa are in Gauteng and Eastern Cape, with 64% combined, the least protests were in Mpumalanga (3%), Western Cape (15%), KwaZulu-Natal (14%), Northern Cape (6%) and Limpopo (5%). Based on these statistics, all provinces within South Africa experienced service delivery protests.

Notably the problems stated above service delivery protests are not a systemic problem, it has to do with employees not providing efficient services. This triggered the researcher's attention to understand the reasons behind this non-delivery. After twenty-seven (27) years of implementing service delivery legislation and policies, the government of South Africa does not deliver satisfactory services through its departments especially those within the social cluster such as Department of Health Education, Social Development and Human Settlement; as a result, citizens resort to service delivery demonstrations (Quratulain, and Khan 2013). Considering this, South Africa is perceived as a service protest nation.

The selection of the social cluster as a focal point is attributable to the cross-cutting nature of its mandate; consequently, their delivery should be integrated to enhance planning, decision-making, and service delivery in accordance with the decisions made at the ANC cabinet lekgotla. Social cluster departments, namely the Departments of Health, Education, Social Development, and Human Settlement, are typically negatively impacted by any type of social protest because such actions are generally destructive to the functionality of society.

Health services as an essential service contributed significantly to protests, which is an anomaly because, given that health is life-threatening, one would expect communities to

preserve it. The reality is that because health attracts serious attention, it is being used as a means to attract the attention of the government. The 2003 polio vaccine protests by northern Nigeria over suspicions that it is contaminated with the anti-fertility and HIV virus delayed the program's rollout and prompted debates in the national and local space (Bonjour, (2008). In 2020, Spain also had anti-vaccination groups, 5G mobile phones, and masks (Lesk J., 2020). The protest for an African sudden infant death syndrome (Osei-Poku et al., 2021). This resulted in the safe to sleep campaign; in October 2022, Gilead 324 reported a drug pricing protest in Washington, D.C. There were numerous campaigns in support of HIV/AIDS, prevention, treatment, and ending the stigma in South Africa. Many were detained in sea point Cape Town for participating in violent anti-vaccination demonstrations; according to SAPS, these were the fifth such demonstrations in Cape Town. In addition, service delivery demonstrations that resulted in the closure of facilities and the inability of patients to obtain chronic medication had a significant impact on the distribution and collection of medications.

Education is also an essential service, one that should never be interrupted because time lost cannot be recovered. Student protests at universities or service delivery protests in communities prevented instruction from taking place. Students in the United Kingdom in 2010 protest cuts to education expenditure. The 1976 Student protests resulted in the loss of two years of education; the 2016 protest for free education at the University of Cape Town (Mlambo 2021); the 2015 cost of tertiary education (Global citizen 2015); the 2021 protests for the cancellation of student debt, which led to the introduction of NFSAS. The 2022 demonstrations in Khayelisha, KwaZulu-Natal, against the cancellation of extra courses at Kwamfundo senior secondary school. To date, a number of protests have disrupted schooling and the administration of matriculation exams; the Department of Basic Education reports that 400 matriculants were unable to take exams in 2022. This affected thirteen centers in Northwest and fifty-three pupils at the Phundumfhundo Secondary School in Gauteng.

The Department of Social Development plays a crucial role in the distribution of grants for the elderly; the recipients of social grants are destitute individuals and children. Numerous South Africans rely on these grants for their livelihood; consequently, they should not be interrupted. However, violent service delivery protests result in the closure of these

offices out of fear of victimization, thereby prohibiting service delivery. In Clermont, KZN, there are numerous demonstrations aimed at social development, such as those against social ills, drugs, and child and women abuse. During the 2021 protests, 70-80% of food outlets were looted, resulting in a shortage of food for distribution to vulnerable families in KZN; 81 outlets in KZN and 56 in Gauteng closed.

Human settlements were also impacted. The democratic South African government made housing and improved living conditions promises that could not be fulfilled within a specified time frame. This increased opposition to the Reconstruction and Development Plan (RDP) dwellings. According to statistics, there are four times as many housing protests as for other essential services. Specifically in the Eastern Cape, there were 470 demonstrations in 2012, 287 in 2013, and 2,045 in 2015. The housing inventory cannot be eliminated because immigration has accelerated South Africa's population growth. Immigrants and inter-provincial migration make it difficult to plan for the re-settlement of persons from informal settlements. The day after one shanty is demolished and replaced with an RDP house, another shack will be constructed. (Msindo, 2012) The South African government decided that citizens should be trained so they can be self-employed and independent in order to establish their own homes.

These social cluster departments' frontline employees were surveyed to determine their perspectives on the causes of service delivery disruptions. Their data was correlated with data from service delivery beneficiaries and interviewees in an effort to close the literature gap in this field and provide the South African government with an innovative solution to the service delivery protest issues. Most literature studies conducted in this field did not examine the capability of provincial government/departments and their contribution to these demonstrations.<sup>3</sup> The provinces with the highest number of protests were Gauteng and Eastern Cape, while Western Cape ranked third. The majority of these demonstrations are housing-related (the southafrican.com). This research is supported by the findings of Allen et al (2011). KwaZulu-Natal ranks fourth, followed by the provinces of Northern Cape

---

<sup>3</sup> The study conducted by Crous (2004) investigated implementation of service delivery in Stats South Africa, indicating figures published by Stats SA, after democracy in 1995, as showing that 8 million (30%) of SA's population did not have adequate sanitary facilities.



and Limpopo. The province with the fewest protests was Mpumalanga, with 3%. (The southafrican.com). These protests were more about a lack of basic services, and they have become a daily occurrence in South Africa, accompanied by an increase in violence and confrontation with the police (Allen et al. 2011).

South Africa experienced the following numbers of service delivery protests in the following years: 2012 (137), 2013 (155), 2014 (191), 2015 (164), 2016 (137), 2017 (173), and 2018. (237). The 2019 year saw a decrease to (140). (Allen et al. 2018). The largest protest that paralyzed government and halted education and social development occurred in Ladysmith over water and electricity, followed by the one in Ekuvukeni, where students did not attend school for an extended period of time. This demonstration also addressed the lack of water that affected 15,000 households (Iol.co.za).

In any organization, leadership is essential for addressing client issues. Research conducted by Fisch et al. (2014) on the attributes of executive leaders indicated that ethical leadership is key in the service industry, as it adds value to stakeholders and customers through good quality products. The research is not dealing with leadership, however, when one looks at quality, leadership is inevitably the quality of competent leaders. Ethical leadership will deal with issues of corruption or perceived corruption which brought dissatisfaction amongst citizens and led to service protests.<sup>4</sup> Academically, the topic and as researched will provide an opportunity for contribution to knowledge in the field of public service delivery and provide new debates and insights for future social science literature and research (Creswell, 2013, p. 87).

The theory that anchors this study is systems theory. In describing the characteristics of systems, according to Zu and Fredendall (2010), all systems possess six characteristics: wholeness, hierarchy, self-regulation, openness, stability, and adaptability. Cooren and

---

<sup>4</sup> Renweera's (2003) research on service delivery in the motor industry, supports the notion of customer satisfaction as a cause of trust relations between the department and clients. Promoting an organizational service delivery culture can be equated to development of a brand. Satisfaction develops brand loyalty; therefore, if the public service wants citizens to be loyal to them they should produce a brand of employees that can resolve problems timeously.

colleagues (2014) concur with this assertion. The fundamental principle of systems theory is that a complex system is composed of multiple smaller systems that are interconnected, and it is the interactions between these smaller systems that create the known complex system. The theoretical framework is based on systems theory, which promotes interdependence within the public sector, as outlined in Mhango (2015).<sup>5</sup> The interrelatedness mandates of the public service department underpinned by legislative framework, are interdependent and can be analyzed using this system's theoretical framework. The quality management system that reinforces the performance management system, supports quality service delivery and is also interdependent with the system theories (Valmohammadi, & Roshanzamir, 2015). In public administration, quality service delivery is a competency of human resources within any department or organization therefore employees are key for delivery of efficient services.

## **1.2 Purpose and aims of the Research**

### **1.2.1 Purpose**

Poor service delivery in South Africa violates the constitutional rights of citizens and heightens individual discontent, resulting in citizens expressing their wrath through service delivery protests. Government departments and employees are indispensable to the delivery of government services. The manner in which each government department executes its mission will either improve or degrade service delivery, as well as reduce or fuel service delivery protests, therefore the purpose of this study is to:

- Determine the root causes of service delivery protests and how the behaviors, attitudes, and traits of public service staff may contribute to the reduction of service delivery protests.
- Determine how to enable public servants through public admiration to be competent and knowledgeable to listen to citizens' challenges and resolve them in a timely manner.
- Develop a complaint, problem-solving, and feedback loop mechanism to inform citizens about the services government is providing.

---

<sup>5</sup> A system is a total of its interrelated parts.

## **1.2.2 Research aims and purpose**

This mixed-methods study aims to investigate four departments in four provinces (Health, Education, Human Settlements, and Social Development) to determine whether the public service is capable to fulfill its constitutional obligation to provide efficient and effective service to South African citizens; to reduce service delivery protests.

The evidence gathered from the employees and service beneficiaries within the four largest provinces and departments in South Africa, with the highest service demands, high potential for protests will aid the government in enhancing public service delivery so that it can be translated into solutions to address service delivery protests. Green (2016) argues that despite the numerous recent studies on public administration in South Africa, few, if any, have examined the perception of public employees regarding organizational policy hence this study's desire to quiz the understanding of how public view service delivery protests.

## **1.3. The Research objectives and hypothesis of the study**

### **1.3.1 Objectives**

The primary objective is to investigate the origins of service delivery protests in the four post-apartheid provinces and four departments within each province of South Africa:

- To investigate the root causes of service delivery protests.
- To discover how public servant conduct contribute to service culture
- To determine if government departments have a conducive environment for service delivery
- To confirm the effects of protests on citizens
- To highlight a model that enable the management of service delivery protests.

### 1.3.2 Hypothesis

South African government departments are tasked with the responsibility to deliver efficient service delivery for the citizens of Gauteng. Ideally the government should succeed if they were not challenged with employee's inferior customer-centric culture, incompetence of staff, poor service quality, fraud, maladministration, and lack of feedback to citizens. All these can be corrected through a systemic tight operation (for synergy) where employees adhere to performance management system (which ensures efficient service delivery) and produce quality services. It is assumed that should the above issues not be corrected South African government will never win the fight against service delivery protests. The research examines the following hypotheses: first, the importance of inculcating a culture of excellent employee service delivery in government departments; second, the compatibility of staff competence backed by a culture of excellent customer service with international law and practices; and third, the triad — complaint, resolution, and feedback loop to customers as likely to eradicate the culture of service delivery protests in South Africa.

H1o Public servants do not have a customer service culture.

H1a Public servants have a customer services culture.

H2o Public servants are not competent to interpret legislation.

H2a Public servants are competent to interpret legislation.

H3o The triad complain, resolution and feedback loop to customers are not likely to eradicate the culture of service delivery protests.

H3a The triad complain, resolution and feedback loop to customers would eradicate the culture of service delivery protests.

### 1.3.3 Research Questions

Q1 What are the root causes of service delivery protests? (Government legislative framework; the culture within the public service; competence of public servants and traits and attitudes of public servants).

Q2 How can service delivery protests be curbed? (Efficient service delivery; feedback; customer loyalty/satisfaction; competent frontline staff)

Q3 How does participation of public servants in service protests make it evasive or divisive conduct? (The view of public service regulations on protest)

Q4 How does government departments create a conducive environment for service delivery? (Development of employees and finance, human resource provision).

## **1.4 Nature and significance of the study**

### **1.4.1 The nature of the study**

The research is an application of social science, as defined by Bukve (2019). as an interactive process of observation, justification, and validation, as illustrated in Angrist, and Pischke (2010). In observation the researcher investigated service delivery protests as a social phenomenon of interest. The justification is that during the study, the research enables the researcher to achieve the investigation's objectives, which are to make sense of each variable contributing to service delivery protests and to determine the root causes by applying the methodologies outlined in Daniel (2018). In the validation, theories and scientific methods were applied to test the interrelatedness of the government system through a process of data collection and analysis in a case study design of four provinces.

Rubin, A., and Babbie, E. (2010) define a case study research design as an in-depth examination of a problem in one or more actual settings over time. Lietz and Zayas describe the research design methods that will be implemented (2010). In this study a mixed-methods research design, questionnaires and interviews are used to answer quantitative and qualitative research questions. Hoe and Hoare (2010) note that the mixed-method approach employs both qualitative and quantitative techniques, namely the use of concepts and statistical computation, respectively. Consequently, to Liamputtong (2013) the mixed method approach improves validity, which is a measure of what the study was designed to measure. Using a mixed method approach to design the research will enable the researcher to investigate the root cause of service delivery within the context of how public servants execute their duties, as claimed by Reddy (2016), to positively contribute in a professional manner to service delivery and the reduction of service delivery protests.

The research will test the hypothesis. According to Kumar (2011), hypothesis testing is a methodical way to test claims or research ideas about a group or population Padgett (2012). According to Braun and Clarke (2013), the fundamental principle is that a hypothesis refers to a statement about the entire population. Merriam & Tisdell (2016) concur that a population sample is selected and analyzed to find implications for the population. Aldine Gray (2014) states that hypothesis testing as the process by which a researcher selects samples to learn more about the characteristics of a given population. The researcher would concentrate on testing the hypothesis that public servants can be trained to have a culture of service delivery, be able to interpret policies and legislation, and translate it into actions that support the efficient execution of service delivery. According to Bhattacharjee (2012), hypothesis testing has the capability of uncovering unknown social, cultural, and political factors that may be associated with service delivery protests.

The questionnaire is intended to answer questions regarding the causes, and methods for minimizing service delivery protests (Bless et al., 2005). The research outcomes must converge in responding to the objectives of the study; therefore, the research will examine evidence from four provinces to identify the common root causes of the service delivery protests. Four provinces and four departments within each province were surveyed using structured questionnaires and interviews simultaneously. The plan was for participants randomly selected from databases to complete an electronic questionnaire at their service points and submit it immediately to a central repository. Due to the unanticipated nature of COVID-19, however, data was collected electronically through a survey and interviews. This data was analyzed quantitatively using statistical analysis and qualitatively through language-based themes.

#### **1.4.2 Significance of the study**

South African service delivery protests dominated the country for a long time where citizens think government only respond when there are protests. The study will assist government to know the root causes of service delivery, how public servants' incompetence and government department's environment contribute to these protests from a perspective of employees and beneficiaries of government services; come up with recommendations of how protests can be abated. According to Masuku and Jili (2019), service delivery focuses on

service quality, such as whether customers are receiving the quality goods and services. In contrast, service management is concerned with how the provider company operates and how to enhance those methods and processes in a transparent manner to produce quality (Habib, 2010). The emphasis is to assist Government to understand the need to promote citizen-oriented quality service. Harber (2011) confirms that government as an administration system should ensure that regulations and policy support the production of sustainable quality services for the citizens of South Africa. According to Mottiar et al (2016) a philanthropy stated that despite the good legislation that advocated for human rights and a developmental agenda, SA has not yet achieved the battle of inequality, poverty, and unemployment. When the state failed to fulfill its constitutional mandate those individuals who were in government and left to start their own business came back as philanthropist to assist. They were motivated by social justice and “ubuntu”. These two concepts will be dealt with extensively in the following parts. This research will also contribute to the field of social sciences by identifying new research avenues to pursue. The findings of the study may provide provinces with novel approaches to prevent service delivery protests and suggest a new strategy for the development of frontline personnel. In other words, the significance of the study is to investigate the underlying causes of service delivery protests and to provide South Africa with innovative strategies for eradicating these protests.

## **1.5 Research Structure**

The study entails of five chapters:

Chapter 1: Introduction sets the tone of the study and presents the purpose, context and scope of the study.

Chapter 2: Review of Literature it is an academic writing demonstrating the researchers understanding of academic literature on a particular topic or context. It critically evaluates the written material and create context for theory and conceptual framework.

Chapter 3: Research Approach and design it justifies the method and approach the research took and how the research was conducted.

Chapter 4: Discussion and findings a report on research findings and how they meet research objectives and answer questions. It discusses the relevance of the study to other studies.

Chapter 5: Recommendations it states the suggested interventions and strategies that can be adopted to address the issues identified in the study findings.

Chapter 6: Conclusions is the last impression the researcher makes. It summarizes the thesis

and provide answers for the research questions.



## Chapter 2: Literature Review Structure

### 2.1 Introduction

The research topic begins with "Investigation of the Root Causes of Service Delivery Protests in Post-Apartheid South Africa: A Case Study in Four Provinces." In addition, this research issue is situated within the service sector, as it concentrates on government service delivery as a value-added for citizens, using evidence from social cluster departments (Education, Health, Human Settlements and Social Development). This study focuses on the root cause (policies, non-delivery or poor service delivery culture and incompetence of public servants), and how such protests might be reduced from the perspective of the public servants' contribution. The research has the potential to also emphasize the positive contributions of employees, public administration, and business administration to the efficient delivery of services.

A literature review is a review that presents the current knowledge and findings, methodological and theoretical contributions and also evaluate prior research that explains how this material relates to the proposed research topic of service delivery in post-apartheid South Africa. To avoid prejudice, the researcher must describe all sides of the argument. This evaluation will investigate the causes of government service delivery protests, using the competency of public servants (frontline workers) or their service delivery culture as contributions or potential contributors. This literature study is intended to provide the South African government with a viewpoint on how these protests can be quelled, to add to knowledge in the field of service delivery, and to direct future research in the field in an integrated manner.

According to van Kerkhoff (2013), integrative research is study that generates new information regarding the subject under consideration. This type of study examines, evaluates, and synthesizes the literature in an integrative manner to understand trend and debates to produce new frameworks and viewpoints that would close the gap of written knowledge on service delivery protest. It is mentioned that the research should include both

older and more recent articles. According to Badenhorst (2008), the purpose of a literature review is to identify knowledge, establish a theoretical framework or identify some criteria for data analysis, provide explanations or deconstruct various uses of concepts that establish a perspective to inform research methodology, and present arguments and counterarguments.

This research seeks to analyze segments of the published body of knowledge through classification and comparison of prior research studies, literature, and theoretical articles (twp.duke.edu) pre and post democracy in response to the problem that South Africa continues to face service delivery protests despite good international, national, and local legislation and policies. Legislative frameworks, handbooks, books, articles, journals, theories, and research papers were utilized as sources.

The literature review should assess the assertions made by research that there are standard delivery practices for local service delivery that guarantee access to public services. Koma, & Modu (2016). These are also outlined in the Batho Pele principles regarding client engagement. Clients are the government agency's constituents or business proprietors. Kroukamp and Cloete (2018) acknowledge that inadequate service delivery and service protests are pervasive in South Africa, necessitating a comprehensive understanding of their root causes. According to Shaidi (2013), dissatisfaction, delayed service delivery, poor service quality, and a lack of information and feedback from the government regarding the fulfillment of their mandates are the causes of service delivery protests.

Consequently, it is believed that the service delivery legislation, in conjunction with other related laws and policies, is adequate to ensure efficient service delivery; despite this, South Africa is regarded as a service delivery protest nation. The public sector research observation is that the frontline staff is the face of the organization; however, organizations do not recruit the appropriate individuals. As a result of their incompetence, these employees apply laws and policies inconsistently, jeopardizing service delivery; hence, the service delivery protests. Legislative framework, policies, and laws incorporate the culture of service delivery as the organization's governing principles. Examine whether this organizational culture exists and is shared by all frontline employees. Business administration as the process of analyzing, recognizing, and redesigning business operations will ensure that employees are able to

manage day-to-day operations, thereby enhancing the service delivery culture of the organization.

The literature will aid the South African government, departments, and employers in assessing the capabilities of their frontline personnel. Anderson et al. (2001), using Delphi techniques to confirm frontline staff competencies, identified five dimensions of cognitive domain: (1) to understand the conceptual knowledge of frontline services, (2) to understand the procedural process to serve, (3) to cultivate a good attitude that sees clients and customers as always right, (4) to know the process for handling customer problem resolution, and (5) to understand the operations. Frontline employees should be highly knowledgeable, as their primary responsibility is to explain services or products and maintain positive customer relationships (Zeithaml et al., 2015). The literature review will provide guidance on the incompetence of staff and public servants, the development of competent employees who can respond to the needs of customers, and the creation of a service delivery culture that would produce committed staff and public servants who recognize that the customer is important and deserves to receive appropriate feedback on services rendered.

The study will critically analyze the role business administration and local government's contribution to the business operations of the organization, ensuring that the business evolves and generates growth, efficiency and quality service that meets the needs of clients, as well as a discussion on the competence of frontline staff, allowing employers to recruit individuals with positive attitudes and characteristics that improve service delivery. The systems theory that anchors this study, builds a shared vision amongst the departments and feedback, crucial factors in reducing service delivery protests, and ensuring continuous innovations within a government system. It also acknowledges that there should be a discussion about how employees contribute to service delivery protests through omission or commission.

The ability of public officials in South Africa to provide efficient and effective service delivery has always been questioned. The South African Constitution and other service delivery laws and rules are intended to guide government employees in providing dignified

service to citizens (South African Constitution, 1996). This constitution positioned the South African government to assume the role of a philanthropist by donating money, time, and other resources to charitable causes aimed at improving the quality of life for its citizens. This philanthropist's function was to foster the creation of value, shape the nation's beliefs, and define its behavior. The government provided a relief fund specifically aimed at alleviating poverty and human suffering; enacted initiatives to maximize human potential, such as the construction of facilities, libraries, and sporting and recreational facilities, to assist those who wish to improve themselves.

This commitment is primarily focused on achieving social reform as a catalyst for change in South Africa. Education was a starting point because education has the potential to identify and resolve public issues proactively. In South Africa, inadequate housing and destitution have been identified as areas requiring reform. To alleviate destitution, the government spent a substantial amount of money on this initiative by providing free housing and social grants.

This study's literature review will delineate the conceptual frames as a suggestion of relationships between variables as envisioned by the researcher, and the theoretical frames as an attempt to identify the theory that underpins this research. The theory would be applied to explain the South African government's philanthropic role in achieving equality among its citizens after liberation. Because context should be provided for theories and research, the research will emphasize the services industry within which the research is conducted.

Part one of the literature review would be a descriptive investigation of research, information, and societal perceptions of the government's ability or failure to provide free social services. This descriptive inquiry is characterized by dispersed mind and metaphorically shaped records (educate. backstreet. educ) emphasizing meaning, traits, substantiated instances, and case studies, as well as the usage or picture that emerges from the various research.

In a natural setting, descriptive research is undertaken through observation, case studies, and surveys. It allows the researcher to collect a variety of data about the phenomena and to identify difficulties that have not been previously investigated. Data gathering can be conducted using qualitative and quantitative techniques, and has the capacity to handle huge samples, and can be utilized for decision making and generalization (Baha, 2016). On the other side, because the research is conducted in a natural setting, respondents may not be honest or truthful because they are being observed, which could render the results unreliable. Generalizations are difficult to draw from case studies. It has the potential to cause halo effects, particularly if the researcher is prejudiced towards the topic of study. The research has no influence over the variables, and it is used to explain variables rather than to test them.

The second part of review employs analytical research which uses critical thinking to discover facts that explain why, despite international laws and policies, South Africa is still perceived as a service protest nation. According to Godfather et al (2017) analytical philosophy provides meaning concept and respond to ethical questions defend principles referred to as trends and debates. The meaning of analytical research is derived from twentieth-century analytic philosophy in the English-speaking world. The foremost advocates of analytical philosophy were G.E. Moore and Bertrand Russell; they were succeeded by additional philosophers (newworldencyclopedia.org). These analytical philosophers advocated for logical reasoning.

Analytical research applied to the study topic, investigating service delivery in the Post-Apartheid South Africa, with an emphasis on the role played by public servants (frontline staff) in the implementation of the United Nations Millennium Development Goals (focusing on international space), Bill of Rights; the service delivery legislation (focusing on the local space) in, support or reduction of service delivery protests. Looking at data from several independent studies on the subject to determine trends through meta-analysis,<sup>6</sup> one will discover facts and new evidence in support of or in opposition to the claim that public servants must play a central role in service delivery. They must foster a culture of service delivery and be able to interpret international, regional, and local laws and policies to

---

<sup>6</sup> In research, meta-analysis employs statistics to report with certainty.

translate them into implementation plans for service delivery (www.reference.com as of 19/12/2019).

This Research can be conducted qualitatively, quantitatively, or through a combination of the two. Quantitative analytics, for instance, will examine the number of Millennium Goals as delivery targets are met and the number of service delivery protests in the international space that are in violation of the international, regional, and local agreements, treaties, and policies signed by various countries, whereas qualitative analysis will classify the content according to its thematic meaning. Using mixed methods will ensure that the data collected by both methods are triangulated to ensure their validity and reliability. The final part of this literature review will adopt a normative enquiry.

Normative inquiry is the identification of morally preferred norms or standards that should guide individuals or groups and are supported by a theoretical justification of a moral judgment (Constantinescu, M., & Kaptein, 2014). The emphasis of normative inquiry is on its theoretical investigation and application to real-world issues. The foundation for normative inquiry may be normative ethics, moral theory, or social and political theory. Normative examines what is correct or incorrect in business practices and public sentiments. The culture, local expectations, and complexities of social science embed public sentiments. The application of normative theories takes the form of canonical approaches employing normative words in a deduction method, with an emphasis on equality and values, as opposed to the empirical approach, which is grounded in legalities and the study of literature employing inductive methods rooted in cognitive and religious theory (Abbott, 2011).

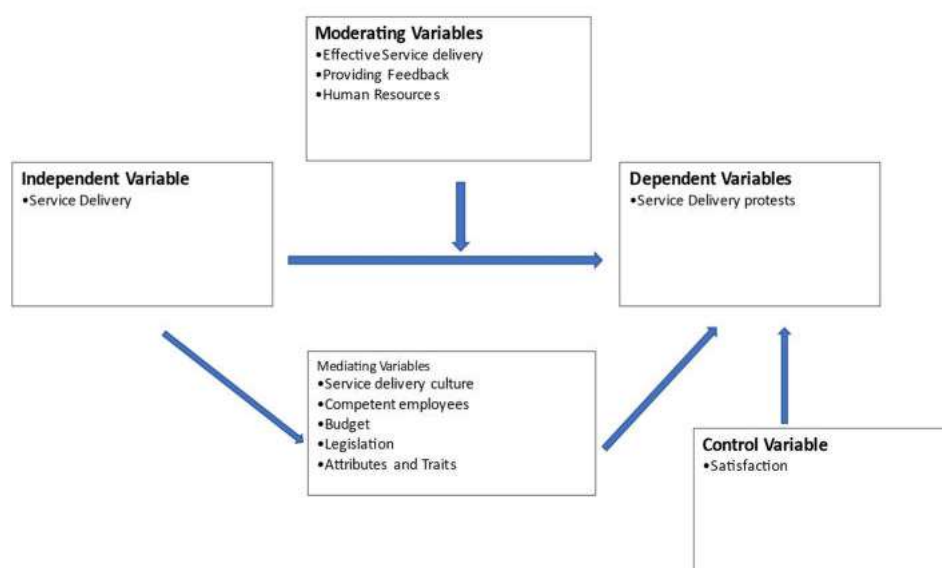
The structure of the literature review will cover 1) Conceptual and theoretical frame; 2) Descriptive literature review; 3) Analytic literature review; 4) Normative literature review; 5) Industry and Field description; 6) Summary

## 2.2 Conceptual/Theoretical Frameworks

### Conceptual Frames

*Table 1: Conceptual Frames*

<b>Issue/ research question</b>	<b>Independent variable</b>	<b>Dependent variable</b>	<b>Predictor variable</b>	<b>Moderator variable</b>	<b>Mediator variable</b>	<b>Control variable</b>
What are the causes of Service delivery	service delivery	protests	Competence Legislation Attributes and traits Services culture	Efficient serve delivery Providing feedback Customer loyalty Human resources	Competent employees  Budget	Satisfaction
Definition	It is a cause	The effects/ outcomes on a causal study		Effects the strength and direction of the relationship	Explains how and why two variables are related	Anything that is held constant in a study to prevent it from interfering with the results



*Figure 9: Conceptual Frames Flowchart*

**Source: Swaen., B; George T., (2022). 15/11/2022**

The preceding conceptual frameworks explain the main concepts and variables in the research study and their expected relationship. The above diagram illustrates the researcher's perceptions of the research problem. Expectedly, the moderator variables (efficient service delivery, Feedback, and Human Resources) as well as the independent variable Service delivery will influence and decrease the dependent variable Service delivery protests. The independent variable (Service delivery) reveals the mediating variable (positive service delivery culture, competent employees, good attributes and characteristics, efficient budget utilization, and good legislation), which, if properly implemented, can reduce the dependent variable (service delivery protests). The satisfaction or discontent of the control variable also contributes to service delivery protests (Afribury, 2021) see figure 9.



## Theoretical Frames

The rules and techniques that produce results constitute a theory (Badenhorst, 2008, p. 101).<sup>7</sup> Theories originate from a variety of sources and philosophers.<sup>8</sup> Theories are abstract and tend not to be tied to specific content or context; therefore, require a researcher to direct its meaning to that specific circumstance where it will be applied. (Wacker 1998, p. 392), states that it is not fixed, and can develop into comprehensive, precise descriptions of the social reality (Sunday, 2018).<sup>9</sup> A context-sensitive formulation of theory cannot be generalized inference.

Theoretical frameworks in this study are derived from a literature-based theory that has been tested and accepted by researchers (Grant & Osanloo, 2014). Theorists believe that theoretical frames can strengthen the study by allowing the reader to evaluate critically; in this research ,they connect the researcher with existing knowledge to create a hypothesis that employees should be competent to deliver efficient services and provide continuous feedback; it addresses research questions; it narrows the research; and it explains the research purpose and significance (libguides.usc.edu; 09/11/2019). Systems theory as an anchor of this study brings out government subsystems, interrelatedness, interdependence, complexity, and environment within which service delivery happens. Services are conducted by frontline personnel, and performance is regulated based on performance management system which emphasizes competency for efficient performance, and to produce quality service. This systems theory and all its sub-systems are all bound by feedback for innovation and continuity of the bigger system in an integrated manner.

---

<sup>7</sup> It is a guide to build and support a research study and provide a structure for the philosophy, epistemology, methods, and analytical approach of a dissertation.

<sup>8</sup> In academic research, theories help us to explain, to understand and even to suggest what the outcomes of research should be.

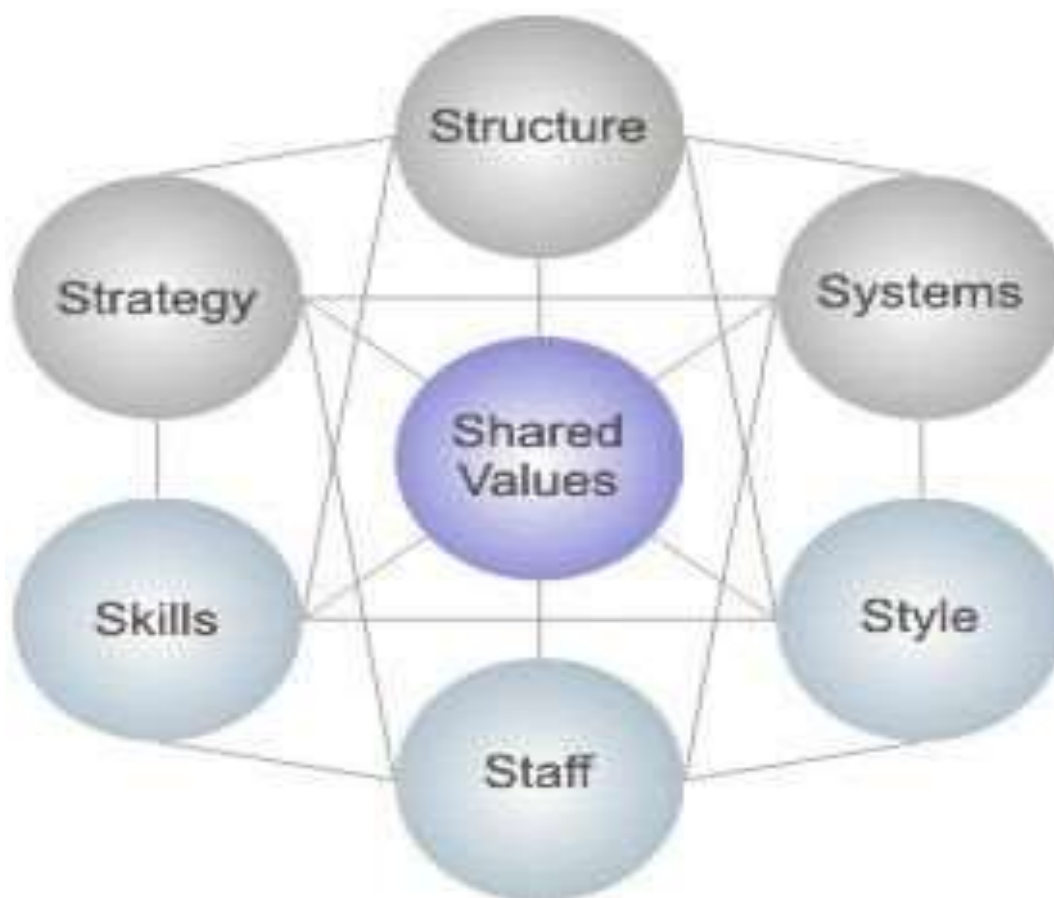
<sup>9</sup> There are theories that are developed and can be used across disciplines such as systems theory, developmental theory, behavioural theory, and relational theory that are applicable to my field of study (service industry within the government context).

### 2.2.1 Preferred theoretical framework

System theory anchors the study, ensuring that services follow a process of input-transformation -output with feedback into input. It also ensures that all parts of a government system with its complexities are coordinated in an integrated manner to produce services and products that meets the needs of clients. Services are produced by human resources and because human resources cannot be evaluated based on interrelatedness of the system but on performance, therefore they require a policy that regulate performance which is performance management system. Performance management and quality management are enabler of system theory to produce efficient quality services. According to Mhango (2015), systems theory adheres to a reductionist philosophy that holds that a system is nothing more than the sum of its interconnected pieces, and that this interconnectedness is referred to as synergy, which is a combination produce by all people in an organization. Interdependence and interrelationship between systems contribute to the success of an organization. Humans are instances of these complicated subsystems whose behavior is not constant but always alters to adapt to situations. Humans engage with clients in service delivery, and clients are also complex subsystems in their own right; their complexity is driven by their traits and their environment as subsystems of government organizations (gender, age, and economy are not studied variables for this study).

The systems theory is characterized by a whole (government) that always defines the parts:

- Each component of the system supports the whole system.
- A problem in any part of the system affects the whole system.
- A system lives where it provides its services or product
- All roles of the parts serve the customer or client.
- The design of the system must be structured around the service or product.
- The structure of the system must facilitate the effectiveness of its service or product.



*Figure 10: The Mckinsey 7S Model*

It should be emphasized that even the smallest modification to a system will affect the entire system. Nevertheless, the systems theory can adapt to changing situations. The systems theory as a primary theory for this study allows the regulation of all the parts of the system which in this instance is all government departments, their structure, staff, skills set internal systems their strategies and management and leadership styles as illustrated in the model above, figure 10.

### **2.2.2 Evaluation of theoretical frameworks**

To analyze theoretical frameworks, a researcher must possess a vast amount of information and expertise in their subject of study. According to Grant and Osanloo (2014), theoretical frameworks serve as a guide for conducting research. This plan should enable the researcher to study the topic qualitatively and quantitatively and create results that are

beneficial to the researcher and the organization conducting the research. The evaluation of theoretical frames might be based on the similarity or dissimilarity of their elements, traits, and models (Demarteau, 2002)

### **2.2.3. Theoretical frameworks in my field of study**

This study's theoretical framework addresses the question of how the South African government can maximize synergy in the collection of local wealth for social change through philanthropy by utilizing the advantages of interconnected sections of the South African system. Philanthropy is the glue that holds societies together, and it can take various forms at various levels, including macro-level national and international structures, meso-level informal organizations (Stokvels and other community institutions), and micro-level individuals and individuals.

This study examines the underlying causes of service delivery protests; how such protests can be curbed; the customer centric culture of public servants and the existence of conducive service delivery environment. It also examines the competence of frontline staff and their ability to communicate and provide continuous feedback to citizens. The theoretical framework includes variables that would enable the testing of the hypothesis, such as competence (abilities and capabilities, achievements; attitudes knowledge skills and traits) through its organizational service delivery culture conduct (how things are done, policies, legislation, standard operating procedure , budgets and conducive environment in organizations) and how these through its employees can be processed through the system's theory process of input–transformation–output, and can produce a caliber of frontline staff that can provide efficient services that are sustainable and give feedback to citizens and prevent or minimize service delivery protests.

### **2.2.4 The Preferred Theoretical Frameworks in my Field of Study**

Systems theory, as derived from the broader social network theory that is advised when addressing the interconnection of systems, is the most suitable identified theory for guiding how the public service might operate within its complex setting. According to (2009), systems theory is an interdisciplinary theory concerning

multidimensional systems that may be used to describe any collection of items that cooperate to produce results. A systems theory is suitable for addressing the integration of the complex public service with its interconnected systems and subsystems, which include humans. The benefits of systems theory include the ability to deal with complexities, manage social change, have a holistic view of a super system (government), and adopt a process of input–transformation–output, including feedback loops back to inputs for system improvement (Mhango, 2015).<sup>10</sup>

According to Slack et al. (2013), systems theory as an operations management practice operates on a similar Input-Transformation-Output model, with feedback into inputs or to consumers as products and services. Business operations are the foundation of business administration, expanding the characteristics of the practice of business management. Business management is concerned with establishing objectives, planning, and organizing to achieve organizational objectives, and ensuring that tasks are completed (nanoglobal.com) Retrieved 09/06/2022.

Historically, the systems theory was established in the 1950s by Ludwig von Bertalanffy (1960) and others in response to General Systems Research collaboration. It was published in the British Journal of Philosophy of Science during the interwar period. In the 1940s and 1950s, scientists like as Norbert Wiener, William Ross Ashly, and John von Neuman researched complexity and self-organization. The systems were built on the concept that all systems share common patterns of behavior and attributes that may be used to get a deeper understanding of the behavior of complex phenomena, which can be viewed as a network of interconnected elements. The establishment of the International Society for System Science in 1988 was influenced by the Second World War, during which influential scientists diverged from general system theory by manipulating terms. Boulding (1956) adapted the system theory addressing repeated power abuse and redoubling efforts to improve an ethical perspective that examines employee conduct. Corporate social investment as

---

<sup>10</sup> Mhango, C. (2015). PowerPoint slides. Retrieved from <https://www.slideshare.net/Charliengo/systems-theory-55924204>

we know it is founded on ethical management.

Chaos is the opposing the systems theory. It relates to highly sensitive dynamic circumstances in a system. Due to the sensitivity of these systems to change, even a minute alteration may lead the system to act differently. It is highly structured and pre-programmed to execute specific activities, yet it is not adaptable. A systems theory is sensitive to change, yet adaptable and self-repairs to avoid anarchy (Elsbach, 2014). This means that the unpredictable and nonlinear phenomena is difficult to anticipate or regulate and government systems are highly regulated. The chaos philosophy encompasses the unpredictability of the environment in which service delivery occurs, yet this unpredictability renders service delivery planning impossible. Chaos within the system leads to service delivery protest and will never be appreciated by a service delivery process. Where there is chaos there is a sign of incompetence. Management plays a crucial role in ensuring that chaos does not happen.

Management is applied through firms' use of consistent strategies and leadership styles to foster creativity and originality in corporate operations. Creativity centers around knowledge of employees that enables them to do their work efficiently. It is leaders and managers that can unleash potential in employees. Steve Jobs, for instance, employed authoritarian leadership styles. The public sector is renowned for combining bureaucratic and democratic leadership approaches. However, servant leadership would be the most appropriate leadership style in the service delivery sector. The government as a bureaucracy possesses the following characteristics which are at play throughout the service delivery process:

- Specialization
- Formulation of rules
- Hierarchical structure
- Well trained employees
- Managerial dedication
- Management impartiality (Ward 2021).

According to the scientific management system, scientific methods can be applied to production to boost efficiency, quality and performance which is based on ability and capability of employees such as gathering data on work, explanations and standardizes policies and procedures, recruit, select, train, and develop workers, ensure cooperation of workers, division of roles and responsibilities, and reward performance or punish under-performance. This method adheres to the tenets of a performance management system, which, if achieved or executed correctly, would demonstrate the competence of employees. The research hypothesis that employees should have a customer service culture and the ability to comprehend and interpret service delivery legislation is supported by a performance management system and a quality management system within a larger government integrated system. It also implies that providing expeditious and high-quality service is fundamental to service delivery. To qualify for a level of eliminating service delivery protests, all interconnected subsystems of the government (government departments) must meet these standards.

Administrative management focuses on enhancing efficiency and performance through the application of organizational culture, management, and control. In terms of service delivery, the emphasis is on both behavioral factors that inhibit or stimulate performance and legislative mandates. According to the systems theory and its open systems, management should respond to its environment by aligning internal capabilities and structure with external domains for customer service. The contingent paradigm emphasizes that corporate organizations are dependent on clients' needs and diverse demands. It is the manager's responsibility to match the organization to the tasks to be accomplished. Tasks should be linked with the competency of individuals, and individuals should accept the organizational needs. This technique encourages employee participation (nanoglobals.com).

The quality management system and performance management system are supporting system for the dynamic systems theory. The quality management system is a method that enables firms to deliver high-quality goods and services that satisfy customer needs. Quality management system is applicable to performance management (it determines progress toward achievement of organizational goals and standards), quality (meeting customer needs), responsibility (accountability through utilization of resources and adherence to policy), span of control (the number of subordinates that can be effectively managed), and variables (a continuous measurement factor of characteristics, processes, or systems that are anticipated to vary (Elsbach, 2014).

### **The Quality Management system**

The philosophy of quality management would provide order inside an organization to prevent disorder. Its qualities include leadership and control span, products or services that connect to the transformation process by which inputs are transformed into outputs of final products or services, and support that prioritizes efficiency and effectiveness (Mauch, 2010). At each stage of the services value chain, quality would be implemented. This system will be applied to public personnel as subsystems of each government agency, as well as to their performance and the quality of the services they provide to citizens. A rigid system does not appreciate feedback because, when feedback is accessible, the system becomes confused. On the other side, innovation is fostered through feedback in systems theory. In the literature, there is no competing theory to quality management because all businesses aspire to produce quality that supports efficiency, effectiveness, or profitability. Substandard quality is unacceptable across all businesses.

### **The Performance Management System**

The philosophy of performance management is characterized as a strategic and integrated approach to achieving sustained organizational success (Armstrong, 2001). Individual contributions are necessary for the investigation of organizational performance. The word includes both economic and behavioral results.



According to Brumback (2003), performance refers to outcomes and should be evaluated via impact. The hypothesis for this study is that public servant are not competent therefore the performance management system will measure the individual's capability and comprehension. In performance management, setting standards and identifying critical performance areas are crucial components. The performance process is also consistent with the input–transformation–output model of systems theory.

The effective performance management is achieved by managers and supervisors delegating tasks to employees and providing them with the necessary support to guarantee they meet client expectations. Forms for collecting feedback are an essential component of performance management. It is stated that frequent performance feedback should be provided to employees. In the public sector, performance standards and key performance areas are linked annually with the organization's goals and objectives. Achievement of key performance areas and activities is evaluated informally monthly through supervision, as and when services are rendered, formally on a quarterly basis in performance review meetings where minutes are taken, and formally at the end of the year in appraisals where good performance is rewarded, and poor performance is appropriately managed.

Performance management is the result of four types of integration, including resources and information. (1), vertical integration aligned with organizational, individual, and team objectives and integrating them for optimal performance. Vertical integration relates to the configuration of strategies, goals (what makes us successful) and management systems (what delivers the winning performance). (2) Functional performance is concerned with the alignment of plans, policies, and strategies to tasks and various organizational levels and parts. Alignment of plans, programs, and strategies refers to the material's capacity to meet the requirements of a particular application. This pertains to the compatibility with climate, environment, adaptive occupant comfort, building, space, and behavior. This is a description of the basic challenge posed by the administration's policies and initiatives. The functionality of a thing refers to how it functions or operates (Elsbach, 2014). (3)

Human resource integration ensures the achievement of corporate objectives. These include task management, monitoring, job design, motivation, performance evaluation, and incentive system. People are the most precious assets, and their effective and purposeful management is the cornerstone of public service change. There are variables that contribute to the accomplishment of objectives, such as the expansion of delegation and the improvement of service delivery personnel. The pursuit of efficiency and effectiveness is fostering a flexible environment that considers both the operational needs of the company and the needs of its people. (4) Goal integration focuses on attaining goals, which is defined as accomplishing something you set out to do to attain desired results or objectives. If goals are SMART (simple, measurable, attainable, realistic, and time-bound), they are easily attainable (pondiuni.edu.in). Clarification of corporate goals; evaluation; cooperation, but not control; self-management teams; development; leadership development systems; and feedback are the features of performance management. There must be a system that continuously checks performance and provides feedback.

As stated previously, philanthropy has the capacity to foster an Ubuntu culture within communities. Ubuntu is a culture founded on Social Justice philanthropy that eradicates harmful competition (Moyo, 2011). It asserts that species in the same ecosystem that share resources do not damage one another. Interdependence, synergy, and collaboration are supported by this aspect of organizational performance management. The silo mentality is always harmful because a systemic void can be filled by another system or subsystem, but the opportunity to do so may be lost (Simberloff et al., 2019). The silo hypothesis would be ineffective in the context of service delivery because services are geared toward meeting client needs, resources are limited, services vary, and are located in separate departments; therefore, service delivery will always involve interdependencies and departments collaborating. Through philanthropy, it is possible to collaborate with communities or individuals in communities.

The evolution of companies is influenced by management philosophies. Sociological management evolved from administration management as an area of

study. Human relations, organizational behavior, and organizational psychology of working conditions, compensation, and benefits for employees are the result of behavioral management. In numerous businesses, management science increases output and commercial performance. The organizational environment aids in the enhancement of organizational structure, design, and innovation. All these contribute to the industry's organizational effectiveness. The system theory in this study is linked to a process of how government functions and how departments are interrelated in delivering its mandates. Employees in government departments are all governed by the same regulations and policies hence their functioning is interdependence. An inferior service in any government department will affect all departments. When there is service delivery protests, they are directed at government and not only the department that produced that inferior service.

The literature review structure is about magnificent architecture and how facts are investigated. This structure will be utilized: (1) Descriptive (culture of service delivery, service delivery, public servant competency, economic and social citizenship rights and benefits, and service delivery protests). The emphasis would be on definitions, traits, proven examples, and case studies; (2) Analytic (dealing with service delivery in an international space; the areas of agreement and disagreement, the researcher view in support or against the existing literature (3) normative (the way South Africa or provincial departments would look like if the research was not supporting the hypothesis that public servants are not competent and do not have a service delivery culture).

### **2.3. Descriptive enquiry**

The service delivery protests will be discussed within the context of service delivery because service delivery protest emanates from inferior service delivery. This descriptive study will be separated into five sections: (1) Service delivery; (2) Service delivery culture; (3) Public servant competency (frontline employees); (4) Citizenship rights and benefits (economically and socially); and (5) Service delivery protests.

### 2.2.5 Service Delivery

A service is intangible and is typically created and consumed at the same time. The intangibility of services means that they cannot be touched, yet their delivery can be felt. Parker-muti (2009) stated that services are not physical resources but rather economic transactions in which specialized talents and knowledge are exchanged. In addition, they assert that things represent the materialization of knowledge and actions. This viewpoint is also backed by Rao and Holt (2005), who assert that services are an interchangeable activity conducted by computers, people, or both for the aim of influencing customers' value perceptions.

This intangible service consists of the work that occurs in the back office, such as airline bookings, and the friendliness of the workers while interacting with clients. As a member of the frontline crew, one is required to display certain behaviors, such as greeting and welcoming customers or clients with a smile. One must ensure that every consumer, regardless of whether they received what they desired, leaves the firm satisfied. These services are difficult to quantify (services.future.com). Consequently, standards are established to assure consumer satisfaction.

According to the South African Department of Public Service Administration, there are three broad categories of standards:

- Structured standards (relating to personnel, suppliers, systems, and finances);
- Process standards (how to achieve minimum service levels; these standards can be generic); and
- Outcome standards (what the public receives, frontline services, these can be quantitative and qualitative expressed in time and cost).

Each department of the public service is expected to nominate a service standard champion whose duty is to guarantee compliance with all service delivery regulations.

This function is essential and should receive a financial allocation.

The standardization procedure involves:

1. Identify service recipients, including internal and external recipients and organized labor.
2. Determine the terms of engagement for services, including timelines, and document all services.
3. Identify partnerships: MOUs and service level agreements with the business sector (SLA).
4. Evaluate the current standards for service delivery: a review of the effectiveness of the current service standards.
5. Consult with stakeholders: record all engagement procedures.
6. Establish standards: standards should be established in collaboration with the intended audience. These standards should be signed and authorized by the delegated authority and posted in a location where all clients or visitors to the organization can view them.

Annual reviews of standards should be coordinated with standard improvement goals (DPSA.gov.za, 2011).

It is essential that all employees receive training on the standards to ensure the execution of effective service and prevent the supply of subpar service.

Customers or clients do not value subpar service delivery, and in the event of subpar service delivery, most customers would engage in service delivery protests. According to Makanyeza et al. (2013), poor service delivery in local government is the result of councilor interference, political manipulation, corruption, a lack of accountability and transparency, a poor human resources policy, an inability to manage challenges, a lack of employee capability, poor planning, and inadequate monitoring and evaluation. It is suggested that poor service delivery can be improved by increasing citizen participation through partnerships with communities, flexible responses to service users' complaints, offering value for money, public servants training, providing a sound human resources policy that includes capacity building and employee motivation, managing change, combating corruption, and increasing accountability, segregating the duties of management and councilors, and outsourcing of

services (Mhango 2013a).

The objective of privatization and outsourcing of government service delivery was to enhance service delivery. According to Pelikan (2000), outsourcing can improve service delivery. If services are to be enhanced, privatization is the way to proceed, as institutions will outsource functions, they lack the capacity to provide. Many workers' unions rejected this outsourcing and privatization of government services, notably the South African Municipal Workers Union (SAMWU). Their viewpoint was that outsourcing is an attempt to enforce the accountability system and will increase the cost-of-service delivery. However they welcomed the partnership of government and philanthropists in service delivery. The philanthropy partnership in South Africa is formalized through foundations which are guided by best practice. The following are the independent philanthropy Association of South Africa (IPASA); the African Philanthropy Network (APN) and the African Philanthropy Forum (APF) (Richie, 2020).

### **The characteristics of service provision**

Service delivery occurs inside a service delivery system whose components include Consumer Service quality, Employee engagement, and Customer expectation.

#### **a) Customer Service Quality**

The quality-of-service delivery comprises plans, procedures, and performance management systems. Its purpose is to assist organizations in achieving their mission and organizational goals (servicesfutue.com). Total Quality Management (TQM) is concerned with quality and customer satisfaction at all organizational levels. According to Slack (2007), TQM is an effective approach for combining the quality development, quality maintenance, and quality improvement efforts of different groups within an organization to produce services in the most cost-effective manner possible to ensure customer satisfaction.

The best way to measure customer Satisfaction is through a scorecard. The scorecard is the most efficient way to measure organizational performance aligned to the strategic

goals. It goes beyond the monitoring of customer support. To build a score card that that would guide every employees to provide quality service you should:

- Measure customer satisfaction
- Get feedback from all your clients.
- Conduct a customer satisfaction survey after every encounter.

This procedure's primary objective is to identify strengths and vulnerabilities without conducting a SWOT analysis. This study's scorecard would include responsiveness, knowledge, attitudes, service culture, problem resolution, and feedback. These factors will be ranked by weight to facilitate measurement. To gain a broader perspective, the scorecard measurement should be aligned with performance management.

A quality management policy would ensure that everyone in the organization contributes to quality, and every employee should strive for quality precision. This policy should be implemented by a quality assurance manager. The benefits of quality assurance are that:

- It enables the organization to provide higher standards of customer service.
- It improves the organizational brand and preservation of clients.

The internal benefit is that it prioritizes listening to frontline employees at the top of their priority, as they are the conduits of consumer and public opinion. There are numerous ways to listen to or consult with clients, including meetings, questionnaires, and imbizos.

## **b) Employee engagement**

Employees are responsible for service delivery when interacting with consumers or clients. Employee engagement relates to how employees, in this case government employees, interact with customers or clients. Most businesses provide a customer service model to ensure that services are centered on creating value to clients and the business. This necessitates a methodology to direct frontline employees in providing the crucial experience to clients or customers (servicesfuture.com). Employee engagement is a positive force, the impetus that binds workers to their organizations. Employee involvement improves performance and boosts work satisfaction (Ibrahim & Al Falasi, 2014). The proponents of

employee engagement Lockwood (2007), MacLead & Clarke (2011), and Kahn (1990) support the view that people are the fundamental asset of firms, that they provide a competitive advantage, and that they are essential aspects for boosting productivity. It is in the best interest of corporations to engage personnel intellectually and emotionally.

According to Gildenhuis et al. (2014), employee engagement is positively correlated with work aspirations. Individuals seek greater significance in their daily work than personal interest; consequently, employees should be given clear instructions and directions to enable them to contribute effectively to the firm (Al Mehrzi & Singh, 2016). They imply that differences in culture, morals, politics, management style, individual differences, and national economy influence employee engagement. Engagement models cannot be one size fits all. They should be tailored to each country individually. Relationships between management and employees have an impact on productivity; consequently, leaders in the public sector should be able to engage people. According to research, one in two workers are disengaged (Pech R.J & Slade, B.W, 2006). There are numerous elements that influence employee engagement in the workplace, including the:

- Financial concerns,
- Difficulty in getting along with their bosses,
- Career growth objectives,
- Colleagues' collaboration, and
- Role ambiguity or a lack of information in the job description.

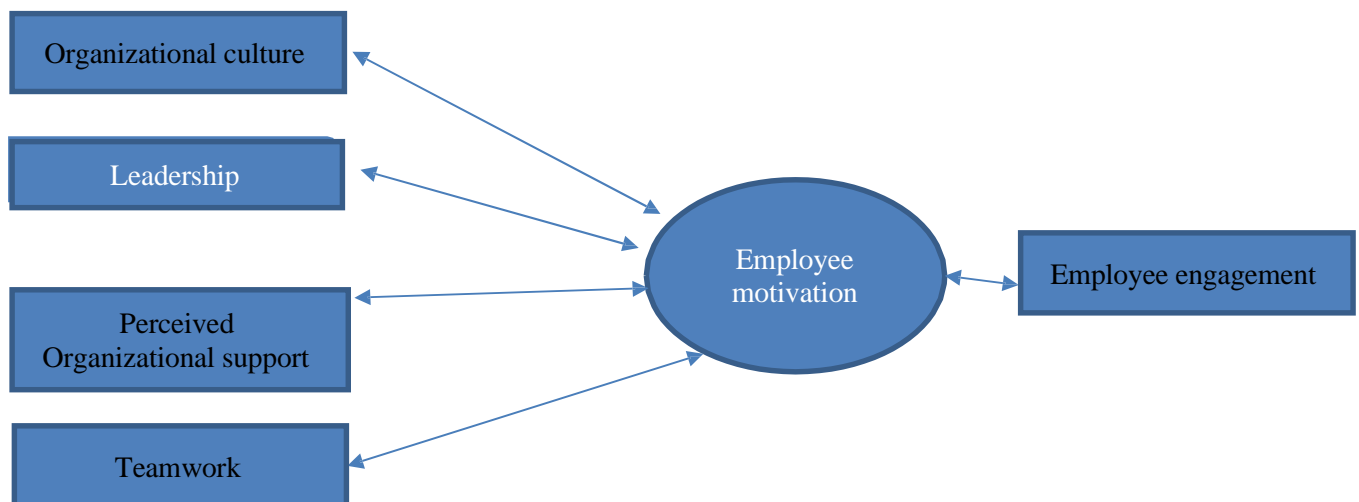
These concerns will limit staff engagement, foster non-productivity, and lead to a failure to offer services and spark service delivery protest (Al Mehrzi & Singh, 2016).

The traits that indicate employee engagement are energy, persistence, and absorption where individuals cannot be separated from the job; commitment, which relates to the amount of involvement of the employee. According to Alfes et al. (2010), these traits include positivity, manifested by excitement and intellectual vigor, optimistic attitudes, and evidence of meaningful relationships. Robbin et al. (2004) supports the optimistic outlook of employees toward their company. Wellins & Concelman (2005) and Harter et al. (2008) concur that employee engagement depends on the level of individual participation and job



satisfaction, the more they are satisfied the more they will engage. Employee involvement with clients or consumers is also guided by employee attitudes and human resource practices. It is believed that high involvement is a key success factor in service delivery (servicesfuture.com).

Teamwork may have an impact on employee engagement. Teamwork refers to the formation of a group of personnel who collaborate toward a common objective. In teamwork, employees collaborate to complete tasks (Rasmussen & Jeppesen, 2006). The supervisor-employee connections have an impact on teamwork, and a lack of employee involvement would have an impact on teamwork.



*Figure 11: Employee Engagement Framework (Al Mehrzi & Singh, 2016)*

Public servants are heavily criticized for being excessively compensated and underemployed. This criticism affects the morale of government employees. In addition to being a bureaucracy, the public sector is restricted in its use of financial schemes compared to the private sector, which is demoralizing. According to research, organizations with high employee engagement are 20% more effective than those with low employee engagement.

The importance of motivation to employee engagement cannot be overstated. Staff recognition reward programmes are intended to motivate and alter the behavior of employees.

Motivating employees are intrinsic and extrinsic rewards. Intrinsic rewards are the psychological rewards that employees receive for performing work with a purpose. Employees are permitted to self-manage and utilize their intelligence to achieve goals. This gives employees a sense of support and the ability to accomplish something of genuine value. This will enhance the employee's sense of ownership, responsibility, and skill. A feeling of competence provides pride and contentment. Salaries and bonuses are examples of extrinsic rewards for employees. These are the rewards managers give to employees for their work. The private sector has greater flexibility in applying extrinsic rewards than the public sector, which has limited financial resources. The private sector would pay competitive salaries and be able to attract talented and competent employees; however, there are employees who would choose to work for the public sector regardless of pay.

According to Mc Manus et al (2018), the public sector is motivated by the following:

- Norm-based: a desire to serve the public interest, a sense of loyalty or duty to the government, and an appreciation for social equity
- Affective motives: a commitment based on personal conviction and allegiance, such as patriotism or altruism.
- Rational: a desire to participate in a policy process, commitment to public programmes.

Motivation for public service can be determined by an individual's (a) attraction to policymaking, (b) dedication to the public interest through civic duty, and (c) compassion and dedication to social programs.

### **c) Customer expectations**

Expectation is defined as the perceived capability of other suppliers and brands to meet several implicit and explicit goals (Seth et al, 2008). Management is responsible for brand decisions and resource allocation; consequently, they must consider customer expectations to ensure that any decisions made will satisfy client requirements. Customers prefer products and services that exceed their expectations. Customer expectation is the degree to which a service satisfies customer requirements. When a customer perceives that he or she has received a service that exceeds his or her expectations, we may refer to this as

excellent service. The formula customer excellence = customer perception - customer experience represents customer excellence (publication.issworld.com, 21/11/19).

Customer satisfaction is essential to retaining customers (Kotler, 2017). There are four contributors to customer satisfaction, including:

- Perceived value: the customer's subjective evaluation of the product or service.
- Corporate image: the physical and emotional behavior of an organization, as well as how the organization is perceived by consumers.
- Customer expectation: this relates to the customer's perception of the brand or service they prefer. Perceived service quality: the product and service quality as perceived by end users
- Standards can be used to measure quality, but if they do not meet customer expectations, they will not serve their intended purpose. Perceived quality has an impact on customer satisfaction (Amed et al., 2014).

Human Resources Management (HRM), framing, and compliance are required to shape customer satisfaction standards that may be unfounded, impractical, or difficult to attain.

The difficulties of achieving service excellence are attributed to the intangibility of services, which makes them difficult to quantify. The fact that customers evaluate services based on their perceptions and believe a good service is what they anticipate also presents a challenge (publications.issworld.com). Customers and clients expect excellent service delivery, but there are also instances of subpar service delivery. Ineffective service delivery indicates that clients are not receiving the expected level of service. The majority of service delivery challenges are attributable to the rapidly expanding population, and local populations have become more vocal than in the past, thereby demanding continuous service enhancements.

According to Seth et al. (2008), customer expectations should be managed by: Satisfaction of customer requirements.

- Accommodation of customer needs.
- The expectation – product and services innovation; segmentation and positioning; total quality management and customer satisfaction movement.
- Altering or shaping the expectations – this would be applied to expectations that are expensive to accommodate.
- Abandoning the customer expectation – these are extremely discrepant.

Managing expectations will create a satisfied client or customer.

### **South African Government Service Provision Procedures**

Batho Pele is the name of the policy that guides the delivery of services and the development of a service delivery culture. Batho Pele is an African phrase that means individuals should be given priority. This policy argues that citizens should be consulted about the level and quality of public service they receive, and that they should be given the option to contribute to and take responsibility for the level of service they receive. One of the primary goals of Batho Pele is to provide a framework for deciding how to deliver public services to the many disadvantaged South Africans (Batho Pele skills portal.co.za). This policy serves as the foundation for the recruitment, development, and performance of frontline personnel. Public service delivery should be efficient and effective at all times, resulting in a good service delivery culture and a decrease in service delivery protest. The Batho Pele service delivery principles are as follows: (1) consultation, (2) service standards, (3) access, (4) courtesy, (5) information, (6) openness and transparency, (7) redress, and (8) cost-effectiveness (dpsa.gov.za). All levels of government must adhere to these guidelines when delivering services.

**Consultation** – During the services delivery planning phase, citizens should be consulted on the nature and quality of services to be provided in order to determine the needs and expectations of the service recipients. The methods of consultation include customer surveys, campaigns, and workshops. These platforms would facilitate constant communication between the government and the citizens they serve. Continuous

communication will also serve as a feedback mechanism.

**Service standards** – The purpose of service standards is to enable citizens to co-create the standards and quality of the services they receive. These are documented in the form of service charters, strategic plans, and service level agreements. This may reduce service complaints because citizens will know in advance what services to expect. However, if the government fails to provide this service, they should inform the public and provide an explanation.

**Courtesy** – entails a respectful demeanor, politeness, and considerateness when interacting with citizens so that they feel respected. It includes the implementation of customer care systems. Some of the concerns raised by customers may be sensitive and private; accordingly, they must be handled with courtesy.

**Access** – This principle ensures that all citizens have an equal opportunity to receive the services to which they are entitled. Decentralization of services to communities as a one-stop shop; extended business hours to accommodate people who are working during the day and cannot visit government offices during working hours; the use of indigenous languages; accessible infrastructure that is compliant with all disability needs; well-displayed signage; and all frontline staff wearing name badges for easy identification can create access.

**Information** – Citizens should be given accurate information about the public services to which they are entitled. Braille and functional sign language, a help desk, brochures, and posters come to mind. Frontline staff should be able to communicate in multiple languages, and all employees should receive regular training to emulate the service delivery culture of the organization.

**Openness and transparency** – departmental policies should be easily accessible; all executive and top managers should be known, as well as their contact information; and

regular staff meetings should be held to provide answers and communicate new issues.

**Redress** – all public discontent must be documented and addressed. Each unit must have a compliant process or feedback loop, and all employees must be trained on how to address and rectify problems.

**Value for money** - The government has limited resources and competing priorities. The public sector should thrive to provide services in a cost-effective and efficient manner that maximizes taxpayer value. These require enhanced internal controls, accountability, and the delivery of high-quality services in proportion to the budget allocation (dpsa.gov.za).

Batho Pele is a strategy that motivates public servants to serve the public and find ways to enhance service delivery. The principles of service delivery can be implemented when employees understand the services and the ability to respond to inquiries amicably. The general observation is that services occur quickly on-site, and government service points are always crowded, making it challenging to apply all principles because they require time. This procedure compromises quality and good value for money. For quality service not to be compromised government should ensure that all employees have a service delivery culture, they are competent to deliver service that adds value for citizens and minimize service delivery protests. These are discussed below:

#### **2.2.6 Service Delivery Culture**

The organizational service delivery culture is a system of shared assumptions, values, and beliefs that governs the behavior of its members who are working to achieve the common good. Culture can also be defined as the inherent beliefs, assumptions, values, and interactional styles that contribute to the social and psychological environment of an organization (study.com). In social justice philanthropy (SJP), the ethos of service delivery in a social setting is intertwined. Social justice culture emphasizes community self-determination and overcoming systemic or structural barriers. Individuals and their behavior, the organization, and national and international structures are emphasized. When employees

are motivated to serve customers, willing to go the extra mile, and willing to share resources in the spirit of Ubuntu, a service delivery culture exists. All employees must share the components of service delivery culture and philanthropy, such as shared values and beliefs, in order to accurately represent the service delivery culture of the organization. This culture of philanthropic service delivery promotes systemic transformation and contributes to the identification of socioeconomic challenges facing communities and the collective effort to overcome them.

The study conducted examining the level of agreement on service personnel's norms, values, and conduct, and investigating the nature of corporate culture in service delivery (Brandquality.com) within a retail bank. A quantitative method is utilized where Questionnaires were distributed to 268 employees in 48 branches across the United States to collect data. The research revealed that there is no evidence that all service personnel in an organization share the same values and attitudes. There is widespread agreement, and on certain issues, subcultural agreement can exist at the corporate, service team, and hierarchical levels of an organization.

Based on the research above not all employees share the same culture therefore they should receive training on the services culture (care, belong ,serve) and on how to handle specific situations, issues, problems, and complaints that go beyond the rules and regulations. The emphasis is on doing the right thing and delivering effective services to the customer or client (Brandquality.com).

### **Characteristics of Service Delivery Culture**

The features of service delivery culture are: (a) customer centric approach, (b) the Constitution of the Republic of South Africa, (c) Batho Pele believe sets.

#### **a) Customer-centric approach**

It is the process of providing a positive customer experience before and after the sale

in order to increase customer loyalty, repeat business, and business growth. A customer-focused business is more than a service-oriented business. It indicates that the leadership takes pride in customer efficiencies, has a clear understanding of customers' needs and expectations, takes the time to design a positive customer experience, makes resources available to empower frontline employees, and solicits customer feedback for service improvement (Seth, et al., 2008).

Customer centricity exists when all decisions are made with the customer in mind, and every member of the organization understands how to create value for customers and how their poor performance affects customer value. Customer-centricity signifies that the organization will maximize customer experience, offer customers security, and meet quality standards (Seth et al, 2008). There are numerous advantages for organizations that are customer-focused. They comprehend the before and after of the customer experience, can assist new customers, and involve customers to increase organizational efficiency.

#### **b) The Republic of South Africa Constitution**

It is stipulated in the 1996 Constitution of the Republic of South Africa makes provision for the establishment three spheres of government, the national government, Provincial government and the local municipalities with intentions to coexist and create social good and an environment that promotes service delivery as stipulated in section 155 of the constitution that provincial departments devolve the roles and responsibilities of the federal government to the province. They should also provide monitoring, assistance, and the development of local government capability to enable municipalities to carry out their responsibilities and manage their own affairs. These responsibilities of cascading the roles and responsibilities of the national government into municipalities and providing oversight and support are assigned to the national, provincial, and local levels of government. As a method of decentralizing services, each province contains a variety of municipalities with overlapping responsibilities. These institutions have interdependent roles and responsibilities to ensure that their services provide citizens with value. Government departments are primarily responsible for ensuring the safety and security of all citizens and promoting their welfare. These are the general metrics by which the performance of the government should be measured. This study is provincial in scope, with a strong emphasis on frontline personnel



who interact directly or indirectly with clients.

These two policy imperatives of cascading roles and responsibilities as well as monitoring and evaluation are implemented through government policy have a primary objective to achieve balance between society, the environment, and the economy. Government, as the primary agent in serving the good and defining the collective interest, is replaced by service providers, problem solvers, philanthropies, negotiators, and decision makers in public administration reform discussions to ensure that the interventions that government is creating are not viewed as charity and create dependency amongst citizens but a philanthropy that promote sustainability. Philanthropy in South Africa should look deeper into the root causes of issues affecting social justice and provide lasting solutions. According to Murisa,(2020) foundations that are contributing in providing for social good include grant makers, corporate communities, government sponsored foundations, professional associations, labour unions, societies, and research institutes.

### **c) Batho Pele belief sets**

Elements of service delivery culture conduct include leadership principles, norms, work habits, vision, mission, and values, which are centered on the Batho Pele principles as summarized in the Batho Pele belief sets of: we serve our customers by anticipating their needs and going above and beyond the call of duty to deliver services and solutions; we care because we listen to customers, correct mistakes, and serve them with dignity; we belong to the communities; therefore, we know what services are needed; and we are accountable to the communities because we know. All of these initiatives are aimed at fostering a service delivery culture that places the customer at the center. Management employs the culture of putting people first and the belief systems to develop a social process for service delivery.

### **2.2.7 Competence of Public Servants (frontline staff)**

The Public Service Regulation of 2001 regulates government employees ([www.gov.za](http://www.gov.za)). This regulation defines public servant competence as a combination of appropriate knowledge, skills, behavior, and aptitude. These include Public Administration (PA), which focuses on legislation, policies, planning, organization, and decision-making,

and New Public Administration (NPA), which examines governance structures with the objective of achieving greater value for money. They employ the principles of lean, efficiency, and result orientation (Negrao et al., 2016). According to the New Public Governance (NPG) approach, internal development of governance competence is possible. Public Administration and New Public Administration have an internal focus, whereas New Public Governance has an external focus on enhancing government performance through collaborative competence that enables participation. Collaboration requires imaginative thought and the ability to negotiate. New Public Governance advocates for additional generic competencies, such as analytical skills, integrity, leadership, creativity, communication, and persuasion. Different competencies will be required at various levels of performance.

Frontline employees are those who interact directly with customers. Their competence refers to the knowledge, abilities, and skills they demonstrate when interacting with clients. In contrast, a back-office employee may never interact with a customer (simplification.com). This frontline staff consists of customer service representatives who handle orders, inquiries, and complaints:

- a) **Sales personnel:** their primary responsibility is to engage customers or clients, explain the product's features, assist customers in locating a product, check the stock at other branches, close the sale, ring up the purchase, and maintain after-sales relationships in order to increase lifetime value. Consequently, they spend a great deal of time with **customers**.
- b) **Marketing personnel:** They interact with customers such as lead users and participants in market research. Their primary responsibility is to prepare publicity materials, conduct marketing campaigns and events, design product packaging, and represent the public image of the organization.
- c) **Business unit personnel:** They interact with customers to provide or develop products, such as equity traders who provide services to equity bank clients. They are stewards of the company's processes and the unit's brand, as well as the company's policies. Their work is dependent on client information, so they have frequent interactions with clients.
- d) **Consultants** who provide advice or work for clients or customers (simplification.com). There are anthropological specialists who directly assist clients or customers and obtain new perspectives on how they use a product.

They occupy the lowest level of the organizational hierarchy and are typically ignored. However, they have an extensive understanding of what customers say about the product or service.

These include waiters, bus boys, sales floor and customer service personnel, receptionists, and housekeeping staff. Wall Street Journal reports that in recognition of the frontline staff and the information they have about the organization's products and services, Lululemon placed their researchers next to the fitting room to listen to what clients and customers were saying as they interacted with the product or service and expressed their likes and dislikes (Harvard Business Reviews).

- e) **Operations personnel:** Those who routinely interact with customers to oversee the company's administrative processes and procedures and assist the operations officer with his responsibilities (simplication.com). They develop strategic plans, manage projects, and address customer complaints. The operations of operation officers are guided by operations management, which is defined as the administration of public practices to maximize organizational efficiency. It entails the transformation of raw materials and labor into goods and services.

Business operations are the activities a company engages in to generate value and profit for its shareholders. Employees are essential to the organization's daily operations. Marketing, accounting, and manufacturing, to name a few, are just a few of the functions that contribute to the organization's brand.

Because business operations vary from industry to industry, employees must be well-versed in the industry in which they work. This research is conducted in the service delivery industry, where front- and back-end operations occur.

Business administration ensures that management and employees are able to run the front and back ends of operations. On the front end, the company focuses on streamlining the delivery of services to customers in an effort to increase customer satisfaction. It also specifies the means for providing and

receiving client feedback and resolving client complaints. Customers can only be satisfied if the organization understands their expectations and how services can be enhanced. On the back side, production occurs, and management should employ competent individuals to produce inexpensive, high-quality goods.

**Improving business operations can be accomplished by:**

- Measuring performance- this process starts with goal setting, followed by setting SMART objective with clear targets.
- Keep up with the latest trends- a business should know who their competitors are, what they are doing to ensure better performance than their competitors. They should be abreast of new trends and operations to ensure that the company systems are current to improve performance and cut costs.
- Streamline processes- the business should operate on new tools and technology, new software and equipment  
(Cooperatefinancialinstitute.com retrieved 09/06.1922)

The operational management principles include planning, organizing, staffing, leading, and controlling ([www.uagc.edu.co](http://www.uagc.edu.co)). Strategic, tactical, and operational operations are the three types of business operations. Modern operations emphasize the redesign of business processes, configurable manufacturing systems, six sigma, and lean production.

**f) Frontline employees in the public sector:**

- Nurses interact directly with patients, collaborate with others to plan patient care, document a patient's medical history and symptoms, administer medication and treatment, operate medical equipment, and perform diagnostic procedures. Their functions and roles may vary from patient to patient;
- Teachers are responsible for curriculum development and assisting students with content interaction. Experiments, case studies, and group

activities are incorporated into the curriculum by the instructor. They ensure students' attendance in class. Teachers deliver classroom instruction and assess students' progress;

- Social workers are primarily responsible for the welfare of individuals, counseling and advice on financial management, family care, child discipline, and child protection. Social workers may find employment in social welfare offices, hospitals, clinics, nursing homes, and prisons.
- Administrators – they manage documents and provide clients with information, supervise and manage the implementation of various programs;
- Compliance officers – are those responsible for enforcing laws and policies in various departments. They consist of the police, the military, and correctional officers. Compliance officers oversee all operations, manage the flow of information, train and educate staff on legal issues, serve as a point of contact or liaison between citizens and the government, and conduct evaluations of policy implementation and continued applicability.
- Personal assistants are responsible for serving as the primary point of contact for the manager they support. They handle direct correspondence, answer telephone calls, manage calendars, organize meetings and appointments, provide personal assistance, and arrange travel and lodging. Personal assistants serve as gatekeepers in their managers' offices.
- Communication officers are responsible for the organization's communication function, the development of communication strategies, the creation of content and media or stakeholder briefings, and the coordination of events.

### **Features of a competent public servant**

The characteristics of a competent public servant are: definition of competence, competent public servants, and competent frontline staff. Competence is the capacity to perform a task effectively. Meaning the capacity to compete with other candidates or

individuals. The term first appeared in White's (1971) article as a concept for performance motivation. Later, it was used to define executive development programme planning (Landberg, 2005). Boyatzis improved his performance by utilizing his competence. Competency is a collection of behaviors that provides a structured guide for the identification, evaluation, and development of employee behavior. Other scholars view it as a combination of knowledge, skills, and attitude that consists of positive or negative feelings or behavior toward someone, how one acts or conducts oneself toward others, and how it is used to enhance performance (definitions.com). The three components of an attitude are cognitive, effective or emotional, and behavioral (edunote.com).

Competent public servants can identify existing and predictable hazards in the environment or working conditions that are unhygienic or dangerous to employees and is authorized to take corrective action to eliminate them (ohs.gov). Competence is the quality of being physically and intellectually adequately qualified (definitions.net). It is the capability or suitability for a role or task. Competence refers to the legal authority to handle a matter. Incompetence is the inability to perform a task effectively. It indicates that a person lacks the qualifications and skills necessary to compete, resulting in incapability. Incompetence is the inability or legal unsuitability to perform particular acts or to be held legally accountable for such acts. The distinction between competent and incompetent is the possession of sufficient skills, knowledge, ability, or qualification, whereas incompetent is unskilled and deficient in the degree of ability normally expected. Behavioral skill frequently falls under the umbrella term of good character, friendliness, maturity, or common sense, none of which are innate but must be learned.

According to Marcia Smith, frontline employees are those who answer the phone or assist customers in person in locations such as banks and stores. They are the first point of contact for many customers, have a significant impact on the user experience, and shape the public's perception of the brand they represent. They must have strong social and communication skills and be highly trained to handle emergency situations, including how to calm a distressed client. Personal characteristics should include a sociable personality, patience, and strong interpersonal relations (flezimize.com). The qualifications of the frontline staff may vary, but the personality traits associated with success in these careers are competence, or the ability to do something successfully or efficiently.

### 2.2.8 Citizens' rights and benefits

The history of citizenship dates back to ancient Greece. After it was placed on the map through the discourse of citizenship and social class, the concept gained popularity (Marshall, 2013). Marshall identified three distinct citizenships: civil, which includes the rights necessary for individual freedom such as speech, property, and a fair trial; citizens' rights, which is politically aligned with the right to hold office; and social rights, which is the right to entitlement to welfare and education.

In the context of South Africa, the rights of citizens are governed by Chapter 2 of the Constitution of the Republic of South Africa (1996): Bill of Rights, which stipulates that: (1) every person has the right to equality before the law and equal protection of the law; (2) no person shall be unfairly discriminated against, directly or indirectly, on the basis of race, gender, sex, ethnic or social origin, color, sexual orientation, age, disability, beliefs, culture and nationality.

According to the Constitution of the Republic, every human being has the right to a healthy environment; the right to access land, tenure security, and land restitution is exclusive to South African citizens and individuals or communities whose land rights were violated by apartheid-era racial discrimination laws. The right to adequate housing and protection against arbitrary evictions and demolitions is extended to all individuals with limited ownership rights and South African residence permits. Access to health care services, sufficient food and water, social security for citizens who cannot support themselves, and access to emergency medical care are available to all. Every child or person under the age of 18 has the right to food, shelter, basic health care, and social services, as well as the right to be protected from maltreatment, neglect, or abuse. Everyone has the right to receive an education. (Sections 22-29 and 35(2)(e) of the constitution) All prisoners have the right to conditions of detention that respect human dignity, including adequate housing, nutrition, reading material, and medical treatment.

In the United States of America, the Occupational Safety and Health Administration (OSHA) regulates employee rights by mandating that working conditions be risk-free and safe. They should be trained in a language they understand about workplace hazards and how to prevent them, as well as OSHA standards; they should be permitted to review their work-related injuries and illnesses; they should be able to request an inspection of their workplace if they suspect a hazard, and they should be able to voice their safety concerns (osha.com).

### **2.2.9 Service delivery protests**

Service delivery protests are a series of civil disturbances occurring in urban and rural areas across the nation. It manifests as demonstrations, civil disobedience, and occasionally looting (Luke Daniel, 2018). Allen et al. (2018) reported that the traces of these protests are visible in a wide variety of communities. The service protests in South Africa are ranked as the second most detrimental factor to the country's economy, just below high gasoline prices (Luke Daniels, 2018). Due to socioeconomic tension, 144 service delivery protests have occurred since the beginning of 2018. The characteristics for service delivery protests specifically for this study are causes of protest, how they affect citizen, how service delivery protests can be curbed; how the cultural conduct of frontline staff contribute to protests and how government can create a conducive environment to improve service delivery and minimized protests.

## **2.3 Analytical Inquiry on Service Delivery**

The objective of this theme is to provide a conceptual clarification and analysis of service delivery in South Africa and in general and how philanthropy can assist in producing sustainability. The chapter will examine: (1) service delivery in an international space; (2) service delivery in a regional space (3) service delivery in a local space; (4) literature's areas of agreement and disagreement; 4) The concept of data analysis (5) the researcher's position in support of or in opposition to the existing literature.

### **2.3.1 Service Delivery in an International Space**

Following the conceptual analysis perspective, the definition of global service delivery will be examined. Considering this, it is essential to discuss the concepts of Human



Rights based on the four human rights schools of thought. Dembour (2010) identifies four schools of thought regarding human rights, including the natural school (human rights as given), the deliberative school (human rights as agreed upon), the protest school (human rights as fought for), and discourse scholars (human rights as talked about).

Humans should conduct themselves in accordance with God's law, as stated by Dembour (2010) of the natural school of thought. Mathebula, echoing Horsthemke (2016), asserts that natural law is not factual and conflates facts with values. What is or is not should be debated, and the facts should be established. Locke (1993) argues in support of the natural school that nature is the first state of freedom in which humans are born with the capacity for self-sufficiency and self-government in accordance with God's law. Before the eyes of God, every human being is equal. Horsthemke (2016) raises an issue against the natural law debate, which asserts that everything is either natural or moral. According to the deliberate school of thought, this assertion warrants discussion.

The United Nations Declaration of Human Rights (1994)([www.un.org](http://www.un.org)) is the result of a rational, consensus-driven discourse. It states that rights do not originate from nature or God and that human rights are societally adopted political values (Dembour 2010). Grotius endorses this viewpoint (2005). Kelly (2011) People abandoned the state of nature and chose public and legal coercion to rule society, according to . This is accomplished via laws and policies. According to the scholars, the discourse of protest relates to the notion that human beings are holders of freedom rights and that human rights enforce those rights. They ensure that human rights violations in society are rectified. This calls for a return to genuine human rights, hence the Human Rights Commission's ongoing fight on behalf of the oppressed (Dembour, 2010). As a concept derived from the Second-generation Rights, service delivery refers to those rights that have a socioeconomic context. It refers to the state's responsibility to provide and improve the socioeconomic conditions of the individual. Kriel Vasak (1977), a Czech judge, compiled a report detailing the history of human rights. Introducing the three-generation rights, which correspond, implicitly, to the three principles of the French Revolution: liberty, equality, and fraternity. The English, American, and French revolutions are linked with the First-Generation Rights. They are the pursuit of life, liberty, and happiness. These promote freedom and condemn discrimination, freedom from slavery,

freedom from torture and cruel, inhuman, or degrading treatment, freedom from arbitrary arrests and detention, the right to a fair and public trial, freedom of thought, conscience, and religion, freedom of expression, and the right to participate in government through free elections.

The Second Generation of Human Rights arose because of the realization that there are defenseless people at the bottom of the socioeconomic hierarchy who are unable to exercise their civic political rights due to their weak social foundation. The powerful elite can easily manipulate these groups. Positive discrimination should be implemented through affirmative action to empower the vulnerable and marginalized. All humans are born free, equal in dignity, and endowed with rights. This statement includes economic, social, and cultural rights in addition to previous rights. Articles 22-27 of the Universal Declaration of Human Rights outline the right to social security, the right to work, and the right to an adequate standard of living for one's own and one's family's health and well-being.

The global village had an impact on the Third-Generation rights. Citizens felt that the entire world should be held accountable for climate change. These include the right to political, economic, social, and cultural self-determination as well as the right to participate in and benefit from humanity's shared cultural heritage. These are rights of solidarity.

The Fourth-Generation Rights are 21st century rights. These emerged because of technological advancement, and it is feared that technology may infringe on human rights. Organizations are burdened with the requirement to innovate or perish. This poses a significant obstacle for already vulnerable groups. The Fourth-generation Rights present obstacles for the majority of developing nations that lack the technological expertise of developed nations (SA.monitor.com; retrieved on 24/04/2022). Human rights scholars identify the fourth human right as access to and interest in information and communication technologies (ICT) because most jobs require technology and lack of access will be considered a violation of human rights. In New Zealand, where school curricula are based on information technology, students are required to bring their own electronic devices. Many families struggle to manage the increased costs associated with technological advancements.

Technology has increased access to information in South Africa. Information technology will be utilized to improve access to information as a human right, as outlined in the Batho Pele principles. Digitalization has improved the education and health sectors' data collection and storage. In hospitals in India, however, a time stamp machine was introduced, but the machines were vandalized by nurses, so the value could not be determined (Deverajan, 2019).

Free Internet access has been made available in municipal offices where youth can access it. South Africa faces a challenge similar to that of New Zealand, where the Gauteng Department of Education has incorporated ICT into the curriculum for grades 10-12. Tablets are loaned to students at fee-free schools for the duration of their studies. Due to economic imbalances, these tablets pose a significant security risk to the students. Because such opportunities do not exist in other South African provinces, this has resulted in substantial migration to Gauteng. The education budget was inadequate to meet the high demand. Also burdensome is the need for teachers to be proficient with electronic curriculum options.

The Indian government has reduced information leakage within the Rural Employment Guarantee Scheme by 35 percent (Muralidharan et al., 2016). In India and Indonesia, electronic contract bidding increased procurement competitiveness and road quality. The use of technology has improved driver's license bookings in South Africa, thereby preventing corruption involving fake silences. The South African Government and Department of Health have utilized information technology to provide information and education about the COVID-19 pandemic in an efficient manner. Online messages and emails also facilitated the scheduling of vaccine appointments. In order to deal with COVID-19 protocols, employees were required to work remotely and managers were required to learn how to manage remotely.

Service delivery is a Second-generation Human Right that is embedded in the eight Millennium Development Goals: (1) To eradicate extreme hunger and poverty; (2) To achieve universal primary education; (3) To promote gender equity and empower women; (4) To reduce child mortality; (5) To improve maternal health; (6) To combat HIV/AIDS, malaria, and other diseases; (7) To ensure environmental sustainability; (8) To promote

global partnership for development. These Millennium Goals are the driving force behind the delivery of services in nations. However, it is well known that state-reliant rights are rarely absolute, as they are highly dependent on the availability of resources.

After the establishment of democracy, the South African government implemented a social reform to enhance the living conditions of its citizens. The government of South Africa adopted the millennium goals and incorporated them into the national development plan (NDP). During this time period, the majority of South Africans were impoverished, and the government, as stated previously, had a responsibility to donate funds to improve the living conditions of its citizens. The NDP implementation confronts numerous financial obstacles. The government's limited resources prevent it from meeting all of its obligations to provide free fundamental services. As the young South African democracy developed, a number of prosperous businesspeople banded together in the spirit of ubuntu to assist the government in meeting its constitutional obligations. As a starting point for government collaboration with the private sector or high-net-worth individuals (HNWIs), they focused on the SADAC policies and the Millennium Development Goals. These are philanthropists who have consciously chosen to support social welfare through the funding of Millennium Goal initiatives (Capsi.co.za, retrieved December 2021).

Philanthropy is compassion for humanity. It evolves into an organization that provides services for the public benefit outside of the family. It comprises foundations (grant-making, operating corporate community, or government-sponsored/created), community-based organizations, village associations, professional associations, environmental groups, labor unions, societies, research institutions, and transactional and cross-sectional coalitions (Murisa, 2020). Philanthropy involves giving, and there is a distinction between community and corporate giving. Community giving, also known as charity between community members in times of need, plays an important role in African development. The industries founded by HMWIs evolved into philanthropy foundations that are financed by these individuals. The wealthier these institutions are, the greater their capacity to address the underlying causes of social problems with long-lasting effects. There are pillars which are a base for building a culture of philanthropy in any community foundation.

- **Inclusion**- It is associated with equality. This means that the foundation

should try and be open to any person who would like to be part. Defining the inclusion and exclusion frame is accepted to make it realistic and targeting relevant individuals. This approach will break silos and promote collaboration.

- **Transparency**- it is implemented through opening up the operations, the success, and failures of the foundation. It is a mechanism that would solidify inclusion. It cultivates the culture of philanthropy because donors want to know how their funds are spent. This is important because it will eradicate skepticism.
- **Empowerment**- this is basically giving people freedom of expression and a platform to voice their issues. This builds on the first two pillars of inclusion and transparency. It ensures that every member of the foundation is valued. It would be highly beneficial for a community based foundation to empower its members to be ambassadors of the foundation. By word of mouth the foundation can grow from strength to strength. Power does not have to be centralized but decentralized.
- **Collaboration**- within the context of philanthropy it relates supporting one another. Done correctly it has a potential to build social capital and bonds that would achieve more than single funded operations. Collaboration in an organization can encourage human connections to achieve results, create trust, improve productivity, it can improve consensus and influence more and more working together.
- **Celebration**- this is the most attractive way of showing appreciation. It brings fun to the foundation where members can enjoy themselves. It can take the form of an event or social media post; however the majority of people prefers interaction and public recognition for their contributions. This will encourage others to also participate. Celebrations remind us that we are human. The following are categories of philanthropy activities.

### **Philanthropy Activities**

According to Mottiar (2016), philanthropy should be viewed from various perspectives and levels: Ubuntu philanthropy, macro philanthropy level (national and international structure), meso philanthropy level (informal organizations such as stokvels and

other community institutions), and micro philanthropy level (individual to individual). The African philosophy of UBUNTU, embodied in the cliché "you are because I am," conveyed philanthropy. It increases one's sense of responsibility toward others.

### **Ubuntu philanthropy**

Ubuntu is well grasped by Africans because it is ingrained in their culture at birth. This philosophy is predominantly employed to promote social welfare and correct wrongs. Professor Ugude, the director of African philosophy at the University of Pretoria, asserts that in Africa, individualism is criticized as a western concept and that the west are also challenged by human rights and the practice of Ubuntu based on the value of human rights (up.co.za). Ubuntu as a human right ensures that human dignity is at the center of all actions and interactions.

People celebrate Human Rights Day to commemorate the contributions of diverse individuals to their societies and communities. The South African democracy is a result of the ubuntu movement, in which many people took to the streets to protest the oppressive apartheid laws. This concept has multiple possible applications. In the context of health, many people have devoted their lives to serving as home-based counselors for sick and bedridden patients. In education, ubuntu is demonstrated by teachers who show compassion for children and make every effort to teach and ensure that students learn. As a result of its reciprocity, students can demonstrate ubuntu by respecting teachers and other students. This will create a pleasant educational environment where there is coexistence, but what we observe in our schools is a lack of discipline. The nation should flourish by restoring this culture of Ubuntu.

### **Macro- philanthropy**

On a global scale, philanthropic activities include financial contributors, volunteers, Collective actions and advocacy organizations, crowd funding, and social enterprises with a focus on social impact. Cross-border philanthropy occurs when both donors and recipients reside in different nations. It includes contributions to a local organization concerned with international causes, foreign affairs, and humanitarian aid. The well-known philanthropic

initiatives were initiated by WINGS, and European philanthropy for climate change includes a number of other organizations from various nations that have joined forces to combat climate change. They collaborate with businesses, environmental organizations, and governments to create a more sustainable future in which all parties contribute to environmental preservation. The Intergovernmental Panel on Climate Change (IPCC) is the forerunner in climate change assessment.

The pace of climate change initiatives is slowed by a lack of funding. The effectiveness of initiatives aligned with climate change and sustainable development is not evident, despite the allure of green finance. There are various funds available, but additional funds are still required. One could argue that barriers to private sector investment should be eliminated. According to Druce et al. (2016), the business community will continue to allocate capital to optimize return on investment regardless of environmental impact. This means that funding would be attracted by sound strategies and plans. The following factors impede funding for sustainable development:

- Information gap- this can be remedied through centralized information hubs, and further research to collect empirical evidence to improve proven record for delivery.
- Short term value- to institutionalize policies that promote long term investment and value.
- Understanding natural capital- provide explanations for undervalued and develop policy transformation to accurately cost national capital adoption.
- Voluntary commitment- institute political reform, regulatory reporting, and legally binding agreements.

Robins and McDaniel (2016) suggest the following recommendations for countries seeking to unlock finance: government and policy restructuring to create an investment-friendly environment and move beyond charitable commitment; developing an international organizing information body to produce evidence and connect projects and investors with resources; bridging finance gaps and enhancing the cost-effectiveness of project monitoring and reporting; and impact assessment.

### **Meso-philanthropy**

It comprises charitable contributions made through Corporate Social Investment by foundations. The best practices supported by organizations such as the Philanthropy Forum, the African Philanthropy Network, and the Independent Philanthropy Association of South Africa serve as a guide for these foundations. Corporate South Africa is the largest contributor to nonprofit organizations 22% of individuals contribute 15% of their income to non-profit organizations. Foreign and independent donors and other regional governments each contribute 11%, with South African trusts contributing an additional 8%, lotteries contributing 7%, foreign state donors contributing 5%, and other non-profit organizations contributing 5% (Ritchie, 2016).

### **Micro-philanthropy**

It has to do with horizontal and vertical indigenous philanthropy. Horizontal philanthropy occurs at the individual and community level via association and civic society organizations. In this case, community members organize themselves into stokvels or money-saving groups to improve their financial situations. Individuals express their philanthropy not only financially or through their wealth, but also by volunteering their time in the community, lending a hand at memorials and events. Vertical philanthropy denotes the transfer of wealth from the wealthy to the disadvantaged. It is symbolized by the mobilization of external resources by the international aid system. In South Africa, philanthropy is institutionalized through corporate social investment, in which the private sector donates funds to communities to enhance their living conditions. To encourage corporations to contribute to the uplift of enterprises, the government enacted broad-based economic empowerment regulations.

The implementation of the United Nations' Millennium Development Goals necessitates significant financial resources, and it presented an opportunity for high-network individuals and governments to showcase their compassionate initiatives. This literature review will discuss government and philanthropic initiatives aimed at creating social welfare. Within the social cluster, the South African government established the Department of Social Development, which is charged with achieving the UN Millennium Development Goal of



eradicating poverty. Department of Health to improve the health of citizens, Department of Education to provide primary education, Department of Human Settlement to safeguard the environment.

### **(a) Responsibilities and roles of the Department of Social Development**

South African government through the department Social Services introduced social grants, such as pensions for the elderly; foster care grants for children who are in the care of foster parents or guardians for various reasons; disability grants for people who are unable to work due to illness or low income; care dependency grants for children who are ill or disabled and require special care, including children with AIDS; and child support grants for everyone who is poor and cares for a child under the age of 18. (etu.org.za). an amount of R162.9 billion (2018/2019; R202,9 billion in 2021/2022).

This right was well managed and contributed to very few protests such as the one by cheche owners protesting outside parliament for outstanding grants. ( Mary-Anne Gontsana 2022);unemployed social workers took to the street their demand for more job opportunities ( Alpha Ramoshwane 2022). South Africa has demonstrated success in achieving the Social Goals, which include eradication of poverty, hunger, promotion of food security, promotion of agriculture, quality education, social livelihood, and employment. This was made possible by the role played by philanthropists Mr Sooliman; Mr Van Niekerk; Almed Kathrada foundation; President Cyril Ramaphosa foundation; Mrs Machel; The millennium Trust; Mr Aaron Mokwena; Sir David Gordon; Otto Family; Thabo Mbeki foundation; Mrs Basetsana Khumalo; Wendy Appelbaum; Paul Harris amongst others.

In 2006, the rate was 26.4%; in 2008, it was 26.3%; in 2011, it fell to 16.4%; and in 2015, it improved slightly to 18.8%, but remained below the 2006 rate. During the period from 2006 to 2015, an average of 59.6% of South Africans lived below the poverty line (Stats SA 2015). South Africa should be more vigilant for natural disasters and climate change, gender-based violence it can be argued that it will be the future challenge. Food insecurity has significantly decreased from 52% in 2005 to 26% in 2012 thus partly winning the battle against poverty.

South Africa has designated the 30th of May to the 6th of June 2021 as National Child Protection Week, during which they will raise awareness of children's rights as outlined in the Constitution of the Republic of South Africa and the Children's Act (2005). This campaign is led by the Department of Social Development in an effort to protect children from abuse, violence, and exploitation, as well as to encourage citizens not to abuse the most vulnerable members of our society ([www.gov.za](http://www.gov.za)). Section 28 of the South African Bill of Rights stipulates that every child has the right to basic nutrition, shelter, health care, and social services, as well as the right to be protected from maltreatment, neglect, abuse, or degrading treatment ([savethechildren.org](http://savethechildren.org)). Government should allocate sufficient funds for the comprehensive implementation of laws such as the Children's Act (2005), the Child Justice Act (2019), and the Sexual Offences Act (2020).

#### **b) Responsibilities and roles of the Department of Education**

The millennium goal to achieve primary education has set a standard that By 2015, the member states were to ensure that all children were able to complete a primary school education. These two organizations advocate for child-friendly, high-quality basic education in support of the global education 2030 agenda, including (a) equitable access to learning opportunities, (b) enhanced learning and skills for all, and (c) enhanced protection of children in emergencies and fragile conditions. According to the report by both organizations, 63 million adolescents between the ages of 12 and 15 do not have access to education and are more likely to drop out of school than younger and older groups. This suggests that this age group of 12 to 15 years should receive more attention and support. All learners in South Africa must attend school from grade 1 to grade 9 under the country's compulsory education system. The tenth through twelfth grades are no longer required, as learners may choose a different path for further education and training [Department of Education Statistical South Africa's schooling realities (2007) ([statssa.gov.za](http://statssa.gov.za))].

South Africa committed to fund 85% of its domestic budget through domestic taxes between 2013 and 2015 in order to assist citizens who are eligible for various types of development assistance. The amount government provided to deal with the education n

challenges was not enough. This triggered interest of philanthropist or individuals who are high network individuals HNWI's to donate money and their time towards improving education. These are but not limited to Alban and Gillian Grey, Mr Imtiaz Sooliman; Mr Francois Van Niekerk; Patrice and Precious Motsepe; Ahmed Kathrada foundation; Oppenheimer family; Cyril Ramaphosa Lusanda Lugwape and Lauriane Jamie Nortjie; Dippenaar family; Murray Family' Otto family; Dippenaar Lauritz; Wendy Appelbaun.

### **c) The responsibility of Department of Human Settlement**

The department of Human Settlement was tasked with the responsibility of providing the citizens with basic services. More violations of human rights occurred in rural district municipalities. It is stated that service delivery is expensive and that it is more expensive and difficult to provide services in rural areas compared to urban areas due to a sparse population, longer distances that users and service providers must travel, and a low demand for services (OECD.ORG). The provision of a centralized one-stop shop for government services will provide a solution to the problems associated with rural service delivery.

Inequality and corruption contributed significantly to service delivery protests in South Africa. Citizens opposed the increase in the public-sector bill, which will increase local government services, out of concern that the services would be reduced, thereby aggravating inequality ([www.businesslive.co.za](http://www.businesslive.co.za)). In 2018, there were 237 protests in municipalities across the South Africa, compared to 191 in 2014. The decline in 2018 protests in Gauteng, an example of providing functional feedback, was attributed to the Gauteng Premier's Ntirisano (war rooms). Additionally, marginalization and unemployment contributed to South African protests. This process does not permeate all inter-governmental levels, creating a disconnect between the national, provincial, and local governments. This disjuncture is evidenced by service delivery protests; therefore, it is vital that intergovernmental relations be maintained. There are visible gaps in municipal efforts to ensure a level playing field for the flourishing delivery of services. The service delivery index indicates that 4.6% of metropolitan municipalities and 3.3% of nonmetropolitan municipalities experienced service delivery protests. In terms of provinces, Western Cape (4.7%), Gauteng (4.6%), and Limpopo (3.6%), Eastern Cape (3.85), and Mpumalanga (3.9%) have the lowest scores.

To reduce these disparities, it is necessary to investigate the functions of the various levels of government. This objective did not attract the attention of many benefactors, so Mr. Wiese Christoffel in South Africa focused his philanthropic efforts on housing. Human settlement is an essential fundamental need that restores the dignity of citizens, and the government had to devise means to provide free housing. According to the 2016 community survey, 89.8% of households had piped water, 63% had flush toilets, and 63% had refuse removal. In 2017, basic sanitation achieved 75% open elimination. Rural municipalities' access to electricity increased from 93% (2014) to 95% (2017). According to the community survey, 87 percent of households have access to water. To ensure sustainable environment was also the responsibility of department of Human settlement.

This objective is sought, by 2010, to reduce the loss of environmental resources and biodiversity. Member states should achieve a forest cover percentage, a reduction in carbon dioxide emissions, and a consumption of ozone-depleting substances. Countries should preserve a portion of their fish stocks and protect marine living resources, which are considered scarce resources. Carbon dioxide emissions have increased by more than 46 percent, marine living resources have been depleted, and deforestation is on the rise, particularly in South America and Africa (un.org).

To ensure that resources are preserved for future generations, South Africa has made a concerted effort to implement sustainable development through a variety of actions involving all sectors and stakeholders. The achievement of this goal would improve the pollution in the environment and reduce global warming, which will further destroy the ozone layer in the future.

#### **d)Responsibilities and roles of the Department of Health**

The maternal death rate decreased from 276 in 2007 to 121 in 2012. (in 2016). South Africa has consistently exceeded the global average of 70% for postnatal care for women who gave birth in a safe facility. In 2015, there were 30.2 fewer deaths per 1000 births, representing a reduction of 58%. The infant mortality rate was significantly below 22%; however, it must be reduced to below 10%. During 2002-2005, infections were 2.8% (for 15-24-year-olds) and 2.2% (for 15-49-year-olds) but declined by 1.5% (for 15-24-year-olds) and 0.85% (for 15-49-year-olds) (for 15-49-year-old). In South Africa, 90% of medical facilities are adequately stocked with the necessary medications (DoH Statistics 2018) [www.gov.za](http://www.gov.za).

The South African government is currently confronted with the rapid and highly contagious COVID-19 pandemic. The allocation of resources involved addressing COVID-19 and implementing protocols determined by the World Health Organization. The South African government established a centralized COVID command center to improve pandemic response coordination, reporting, and information. The implementation of the National Health Insurance will ensure that all citizens, regardless of socioeconomic status, have access to healthcare services of high quality that are affordable.

Despite these effective interventions, the Department of Health encountered opposition. More than 200 individuals marched from Loftus Stadium to the Union Building in 2021 to protest the state of public health services. According to the Treatment Action Campaign, 90 percent of South African health facilities are in poor condition. In Mangaung, Free State, phase 2 of the COVID-19 vaccination was unable to be implemented due to service delivery protests. The National Education, Health, and Allied Worker's Union protested the deaths of 240 health care workers and the infection of 27,000 by COVID-19, calling for action to provide protective clothing for health workers and frontline staff ([Daillymaverick.co.za](http://Daillymaverick.co.za)).

The department of health was also responsible for lowering infant mortality (through immunization); improve maternal health (antenatal and post-natal clinics) to ensure safe birth. (World Health Organization Maternal Health). The global maternal mortality rate has decreased, with South Asia experiencing a decrease to 59% and Africa to 27%. The goal was a reduction of three quarters by 2015. To ensure that the goal is met, health ministries and departments must ensure that skilled professionals perform maternal deliveries and that women receive information about reproductive health. This goal attracted the attention of philanthropists like Mr. Aaron Mokoena; Stephan Saad; Wendy Appelbaum and Isaac Shongwe (2015) saw no notable accomplishments from regions (UN statistics). According to Garret & Martini (2007), an increase in maternal survivor rates and life expectancy is an indication that other health-related aspects of healthcare are being adequately addressed.

In 2009, under the leadership of the Minister of the Department of Health, South Africa launched the Campaign on Accelerated Reduction of Maternal Mortality in Africa (CARMMA). The ministry is advocating for more funding for maternal and infant health. They encourage early antenatal care attendance. Encourage the establishment of maternity waiting homes and train physicians and midwives in the essential steps and management of obstetric emergencies to improve maternal health care. South Africa encourages breastfeeding for at least six months and provides facilities for lactating mothers when children are hospitalized to improve child survival. The Department of Health manages malnutrition in health facilities, promotes family practices including diarrhea management at home, and intensifies management of HIV-positive mothers and children by increasing access to treatment and eradicating mother-to-child transmission ([kznhealth.gov.za](http://kznhealth.gov.za)). The combat of HIV/AIDS AND Malaria are also the responsibilities of the department of Health.

#### ***d) To Promote Gender Equity and Empower Women***

Gender equity refers to the equal distribution of resources and opportunities by the state, regardless of gender. The state discusses gender parity to quantify gender balance. This will promote gender equality and the advancement of women's rights.<sup>11</sup> Some nations have institutionalized women's rights, while others have not. These women's rights include bodily

---

<sup>11</sup> Women's rights are rights and entitlements of women and girls around the world.

autonomy, freedom from sexual violence, the right to vote and hold public office, the right to enter legal contracts to work and earn equal wages to their male counterparts, the right to own property, and the right to receive an education. Women in Egypt enjoy the same legal protections as men; however, this depends on their social class. (Social stratification is the classification of people into upper, middle, and lower classes based on their income.) In India, women have equal rights with men, and they are permitted to choose their Ghandharva spouse.<sup>12</sup> Prior to the archaic period, women in Greece enjoyed a measure of freedom. After the archaic period, the government began to implement laws mandating gender segregation. In Rome, women had no public participation or voice. After the first century, these problems improved in many nations.

Women's rights are ranked 19th out of 149 countries in South Africa. In 1956, women began an anti-pass campaign by marching to the Union Building. Parliament has achieved a 50 percent representation of women in cabinet and is working toward youth representation. This is obscured, however, by the high rate of abuse and gender-based violence; the high HIV rate; the high unemployment rate; and the low level of female representation in top management positions (Commission for Gender Equity). Boys and girls have equal access to education in South Africa. The Employment Equity Act (1998) regulates employers by promoting equal opportunities, fair treatment, and the implementation of affirmative action as a way of achieving gender parity.

#### **e) To Promote Global Development Partnership**

The primary purpose of this objective was to encourage developed nations to assist developing nations in their participation in global trades, debt relief, and increased access to medicine, as well as to promote the transfer of technology and reduction of global poverty. The following policy imperatives were suggested by the United Nations

- All countries to remove trade restrictive measures;
- Developing countries should eliminate all forms of agricultural export subsidies and trade propaganda.
- Developing countries should have increased support for capacity building; and

---

<sup>12</sup> Ghandharva marriage is one of the Hindu marriages.

- The World Trade Organization should endeavor to achieve the goals, have standard packages, especially those in agriculture (UN.org).

In 2013, official development assistance reached a record high of 135 billion dollars, which helped in the two years that followed, which were marked by deteriorating capacities. 53% of the assistance was concentrated on the top 20 recipients. There was a 4% (or 26 billion dollar) decrease in aid to sub-Saharan Africa. Since 2010, aid to landlocked developing countries has stagnated, while aid to island developing states has declined. Donor plans did not indicate significant expansion. Member states were urged to continue achieving a 0.7% GNI per capita measure of socioeconomic and environmental well-being by 2015. (un.org). The amount of money spent on services is indicative of a country's priorities and the significance it places on those services.

Critics of the Millennium Development Goals assert that there is a lack of analytical capabilities and justifications for the selected objectives, that no country-specific indicators were established, and that there is no leveraging of local successes to scale up success. The Millennium Development Goals place a greater emphasis on donor funding than on sustainable development in the country. Agriculture, a labor-intensive measure with the potential to improve food security and boost employment, is excluded from the goals. Member states manifested a lack of political will to ensure implementation and commitment of resources from constituents (un.org).

Observable progress has been made towards these objectives, indicating that member states are attempting to improve service delivery and living conditions for their citizens. Brazil, China, and India accomplished many of these objectives. Nepal, the poorest nation in South Asia, managed to halve its mortality rate between 1998 and 2006. Additionally, the infant and maternal mortality rates in Bangladesh improved. Benin has not achieved a single objective.



Overall non-accomplishment of these millennium goals resulted in some global services delivery protests. Youth unemployment in 2007 was at the top of the list. In Iraq, unemployment and sectarian appointments sparked protests. Due to the affordability of transportation among indigenous communities, the reduction in fuel subsidies sparked protests. In Chile, there were also protests against metro fares. Protesters in Swaziland opposed an increase in the fleet of luxury cars for the king, as most citizens (60%) live below the poverty line. Egypt and Lebanon both experienced demonstrations against corruption and nepotism. Additionally, regime change has contributed to global protests. Secessionists in Barcelona protested for a Catalanian state; Hong Kong protested against the extradition bill to mainland China; Peru protested against unstable government; Indonesia protested against the draconian criminal code; and Haiti demanded the removal of the president. In addition to contributing to protests, climate change was a factor when Dutch farmers demonstrated about the aviation industry's role in emissions. Indian communities and France protested marginalization from government structures, and social media was a new form of communication that sparked protests in many countries (as of 24/12/19, [businesslive.co.za](http://businesslive.co.za)).

### **2.3.2 Service delivery in the National , Regional and local space**

National, regional, and local service delivery relates to the decentralization of public service delivery to bring services closer to the people in Africa as a continent, South Africa as a province and different Municipalities. In the newly reformed system, the national government is no longer the sole provider of services, as regional and local governments now possess more authority. This will create an environment conducive to community engagement (Nyalunga, 2006).

#### ***Service Delivery in National Space***

Article 52 of the Charter of the United Nations encourages regional cooperation in support of international peace. Prior to referring disputes to the United Nations Security Council, regional committees must ensure their resolution. Article 55 of the United Nations Charter promotes peaceful and amicable relations among nations based on respect for the principle of equal rights and self-determination of people.

- (a) Higher standards of living, full employment and economic conditions and social progress and development.

- (b) Conditions of international economy, social, health, and international cultural and educational cooperation.
- (c) Universal respect for all observance of human rights and fundamental freedom without distinction for race, sex, language, or religion.

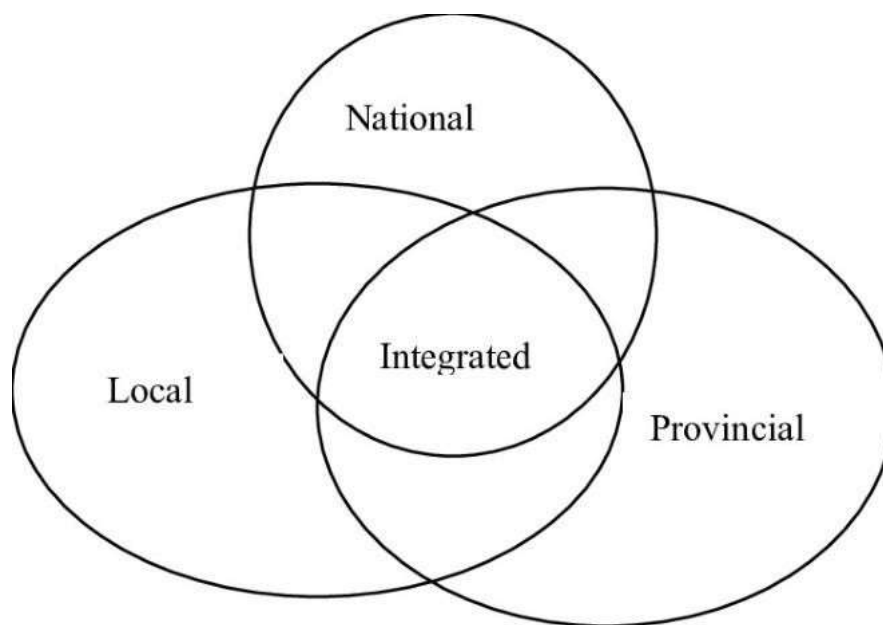
Sub-Saharan nations increased their production of rice to support food security and goal two (2) of improving education by eliminating school fees, textbook fees, and uniforms in Burundi. Ghana, Kenya Malawi, Mozambique, Tanzania and Uganda, increased school enrolment. Nigeria participated in the Millennium Village Projects, which were implemented in over twelve (12) African nations and impacted five million people. It was stated that this project produced no outcomes (The Economist). More than a third fewer malaria deaths were recorded in the 2010 Millennium Goals Report, saving millions of lives.

According to the 2011 Transparency International Report, Kenya's county councils are the most corrupt. However, corruption is not widespread and does not involve significant sums of money. Local politics play a vital role in determining the appropriate allocation of resources for service delivery. It is stated that in Kenya, when councilors are asked to decide where delivery should take place, they choose areas where they have control over funds rather than areas where services are needed (Arce & Miller, 2016). The conflict between Sudan, South Sudan, and Somalia has resulted in the internal and international displacement of numerous people, thereby violating their human rights. Peaceful demonstrations during by-elections in Uganda sparked unrest when the demonstrators were arrested by security forces. There was a protest in Uganda against the forced examination of LGBTI individuals and the exclusion of young pregnant girls and young mothers. The regional level denoted the central/federal government and in South Africa it relates to the provincial government.

### *Service delivery in regional space*

The national government of South Africa is comprised of nine provincial governments and 284 municipalities. The objective of these levels of government was to expand opportunities for residents. The three spheres of government include: 1) the National Government (parliament), which consists of elected candidates responsible for policy, law

approvals, and monitoring the work of the executive and government departments; 2) the State Government (executive branch); and 3) the Local Government (municipal government). The national government is led by a president, who appoints a cabinet of ministers, each of whom oversees a specific department. Parliament is comprised of the National Assembly and the National Council of Provinces. There are both national and provincial government departments. All these departments report to the Director General and are responsible for enforcing the laws enacted by the cabinet and the Department of Public Service and Administration (DPSA).



*Figure 12: Spheres of Government*

Sources: <https://www.researchgate.net/>:Diagram of the Spheres of Government in the Republic of South Africa

The functions are:

- The South African National Defense Force's mission is to defend South Africa against any threat of aggression that could endanger the country's stability. The department promotes the security of the internal and external deployment of military forces in support of executive decisions. They provide assistance to the South African populace or other government departments during non-military operations utilizing collateral unity. The Department of Defense and the South African Police Services work together to defend the nation and fulfill international obligations ([defenseweb.co.za](http://defenseweb.co.za)).
- The Department of International Relations and Cooperation is responsible for Foreign Affairs, which protects South African national interests and values through bilateral and multilateral policy, monitors international development, advises cabinet on

foreign policy, and safeguards South African sovereignty and territorial integrity. The department provides South Africans living abroad with counseling services as well as South African protocol services ([www.dirco.org.za](http://www.dirco.org.za)).

- Water and forestry fall under the jurisdiction of the Department of Water and Sanitation, which must ensure that the stewards of water and sanitation resources are committed to being service delivery partners. The department should be innovative, employ cutting-edge technology, ensure that its employees are competent, and deliver water services. They should equip their employees with the skills necessary to work anywhere and foster an environment conducive to talent development. They should provide acceptable quantities and qualities of raw water and safeguard the freshwater ecosystem.
- Improving South Africa's socioeconomic development is a responsibility of the Department of Science and Innovation's Science and Technology Division. The department provides leadership, an enabling environment, and resources for science, technology, and innovation, as well as the improvement of the welfare of all citizens.
- Trade and Industry is the mandate of the Department of Trade, Industry, and Competition, which is to promote structural transformation toward a dynamic operational and globally competitive economy and provide a competitive social environment that promotes trade and enterprise growth. To fulfill its mandate, it should continually enhance the skills of its staff. Facilitate a region of mutual benefit to advance South Africa's industrial trade policy.
- Minerals and energy, a responsibility of the Department of Minerals and Energy involved in the transformation of South Africa via economic growth and sustainable development in the mining and energy sectors. The department should promote the minerals and energy industry, which provides affordable and sustainable energy. In addition, it ensures that every South African has access to renewable energy and benefits from the country's minerals.
- It is the responsibility of the Department of Public Enterprises' Public Enterprise division to oversee state-owned businesses. It plays an important role in the South African economy by ensuring the production of key sectors including electricity (Eskom), air transport (South African Airways), and telecommunications; diamonds (Alexkor); military equipment (Denel); rail transport (South African Express); rail (Transnet); forestry (South African Forestry Company); and broadcasting (South

African Forestry Company) (South African Broadcasting Cooperation).

- The Department of Home Affairs is responsible for the efficient determination and protection of the identity, status, and safety of South Africans. The department promotes development and international obligations, as well as a well-maintained agency for border management, and constructs a secure national identity system to reduce fraud and prevent identity theft. Home Affairs should be the custodian of South African citizens' identities and legal standings.
- Public Service and Administration which is implemented by the Department of Public Service and Administration (DPSA) (DPSA). The Department of Public Service and Administration is charged with establishing norms and standards for the optimal operation of state machinery and promoting compliance within the public service. The department promotes an ethical public service by enhancing public administration and implementing systems that detect and combat corruption. The Department of Public Service and Administration ensures the enhancement of service delivery and the quality management and development of human resources. This department is responsible for professionalization of the public service, ensuring that the public servants have the competence required for each job. It provides business process systems and accountability for service delivery standardization ([www.dpsa.gov.za](http://www.dpsa.gov.za)).
- The Department of National Treasury is responsible for promoting the government's fiscal policy framework and intergovernmental relations. The department manages budget preparation processes and ensures that revenue is collected and distributed in a manner that promotes the efficient use of government resources across all sectors. It must increase infrastructure investment and combat poverty and inequality (National government.co.za).

## **Service Delivery in Local Space**

### **Local government**

South African Local Government Association's (SALGA) mandate for provincial and local government is to achieve spatial justice and social cohesion through integrated management of space, economics, and people. SALGA is responsible for local government oversight with two strategic roles: protecting and enforcing the rights of the local government

sector and resolving areas of the system that prevent local government from fulfilling its mandate ([nationalgovernment.co.za](http://nationalgovernment.co.za)).

*Table 2: Provincial and local government structure*

1. Agriculture	2. Planning and Environment
3. Basic Education	4. Public Works
5. Community Safety	6. Safety and Security or
7. Economic Development	8. Social Development
9. Finance	10. Sport, Recreation, Arts and Culture
11. Health	12. Transport
13. Housing	14. Tourism

2) There are nine provincial government departments responsible for coordinating the development and implementation of policies and the allocation of funds. There are between thirty (30) and ninety (90) members of the Provincial Legislature in each province's legislature (MPLs). The legislature elects a Premier, who then appoints the political department heads known as Members of the Executive Council (MECs). These individuals comprise the Provincial Executive Council (Cabinet). Provincial government is led by the Director General, whereas provincial departments are led by Department Heads. They dispatch Deputy Director Generals, Chief Directors, and Directors to the province to handle operations and projects.

There are at least twelve departments in each province, including:

- The Provincial Department of Finance is responsible for providing funding and allocating resources to provincial departments. It is responsible for financial oversight, which ensures the utilization and expenditure of resources in a transparent manner. It is responsible for cash management and ensures liquidity sustainability. The department employs accountants and other financial sector professionals, including procurement staff ([provincialgovernment.co.za](http://provincialgovernment.co.za)).
- The Provincial Department of Economic Development is responsible for facilitating and managing inclusive economic growth and sustainable job creation. The department's objectives are to provide integrated economic and developmental planning, improve trade and export promotion, foster a socially responsible business

environment, and to provide economic intelligence services to aid in decision making. The department employs economists, accountants, and other administrators with related duties.

- The Provincial Department of Tourism is responsible for promoting the growth and development of the tourism sector, promoting quality tourism products and services, providing effective domestic and international marketing of South Africa as a tourism destination, and enhancing cooperation between all levels of government in the development and management of tourism.
- Additionally, the department promotes responsible tourism for South Africa's benefit and ensures the training of tourism professionals. They introduce mandatory training for tourism professionals, enhance the professional experience of visitors, and enhance the regulatory environment.
- The Provincial Department of Housing is tasked with facilitating the creation of sustainable human settlements and improved quality of household life, as well as promoting communities and overseeing the implementation of housing programmes in South Africa. The department aims to improve the quality of life of its citizens by constructing 750 000 homes and redeveloping informal settlements to bring economic and other amenities closer to the population. This sector is highly contested and has contributed to South Africa's numerous protests. The department employs architects, urban planners, engineers, and other professionals within the same field.
- The Provincial Department of Education is responsible for education from grade R to grade 12, as well as Adult Education and Training, with the goal of constructing a democratic and prosperous South Africa. The department's responsibilities include enhancing the quality of teaching and learning, conducting regular assessment and tracking the progress of students, enhancing early childhood development, and establishing an accountable system through schools. The department primarily employs educators.
- The mandate of the Provincial Department of Health is to improve the health status of citizens through the prevention of illness and disease and the promotion of a healthy lifestyle.
- The department intends to strengthen the health system and improve the health and wellness of citizens. Families should receive care from the primary health care system, which is located closer to the communities they serve. The Department of

Health should employ competent and highly qualified personnel. The service is provided by registered nurses, physicians, porters, and administrators. This group is responsible for ensuring the health of the South African populace.

- It is the responsibility of the provincial Department of Social Development to provide access to appropriate social assistance to individuals who cannot support themselves and their dependents.
- Children have the right to receive care such as nutrition, shelter, health and social services, and the department is responsible for ensuring that they receive these. It is the responsibility of the Department of Social Development to implement the grant system. The department primarily employs social workers and other professionals in related fields.
- It is the responsibility of the provincial department of transport to implement a transport system that is dependable, accessible, safe, and affordable. It supports industrialization and socioeconomic interaction by providing seamless mobility and environmentally sustainable transport services. The department desires a modern, integrated public transport system that provides customer-focused transport services; the transport infrastructure should be the one that stimulates social and economic development. The department employs logisticians and other professionals in related fields.
- The provincial Department of Public Works is responsible for establishing and enforcing rules and regulations governing the built environment and the use of fixed assets in the public sector.
  - The department provides social and economic infrastructure, including education, health, community safety, and agriculture. The department employs engineers, architects, technicians, and mechanics, among other technical professionals.
  - Provincial Department of Planning and Environment is a responsibility of the national department, but provincial departments are required to adhere to all environmental regulations.
  - Provinces vary in their implementation of this mandate. It is the government's duty to protect the environment for the benefit of future generations in accordance with the rights of its citizens to a non-hazardous environment. The professionals, the department employs are economists, environmental officers,



and compliance personnel.

- The Provincial Department of Sport, Recreation, Arts and Culture is tasked with delivering sports, arts, and culture equitably, ensuring development and excellence at all levels of participation in order to build social and economic strength and improve the quality of life for all South Africans. The Gauteng Department of Sport, Arts, Culture, and Recreation is positioned to foster an environment that accelerates the transformation of sporting, artistic, and cultural excellence. They identify talent, cultivate it, and position the business of sports, arts, and creative industries as an economic growth catalyst. Their daily activities include providing universal access to sport, art, cultural activities, the library, and archival services, as well as their facilities.
  - It takes pride in preserving the heritage of the province, including the promotion of national holidays and symbols, as well as the promotion of the reading culture and lifelong learning.
- Provincial Department of Agriculture is tasked by the National Department of Agriculture, Land Reform, and Rural Development with providing decent employment through inclusive economic growth, rural development, and land reform; protecting and enhancing South Africa's environmental assets and natural resources. Improving food security by implementing targeted projects in communities; providing drought relief and repairing infrastructure damaged by storms and floods; enhancing primary animal healthcare services through veterinary services and animal improvement schemes that increase the quality and yield of livestock; and regulating and managing the Land and Agricultural Development Bank of South Africa to promote agricultural and rural development. They promote the introduction of black Agri-entrepreneurs into the sector, expand the loan book to create opportunities for existing and new farmers to expand their businesses, provide funding for agro-processing, and assist small agri-businesses in gaining access to suppliers. The department recognizes that agriculture cannot flourish without access to markets for its products.
- The mission of the Provincial Department of Safety and Security or Community Safety is to build partnerships, establish forums, and promote active citizenship in the field of community safety.
  - The department increases security measures to minimize security breaches

related to fraud and unauthorized province access. All citizens have the right to safety and security; therefore, it is the responsibility of the department to ensure the safety of the entire society. The Department of Community Safety should collaborate with the South African Police Services in enforcing driving fines, driver's licenses, roadworthiness of vehicles that are driving on the roads, providing of drug and alcohol abuse rehabilitation facilities, and, most importantly, making community safety a societal responsibility and educating and implementing safety-promoting events.

Each province should have a Provincial Growth and Development Strategy (PGDS) that outlines a plan for economic development. This should be bolstered by a plan for service delivery that is reviewed annually to effect improvements. Local municipalities in South Africa are governed by a council where decisions are made and municipal officials carry out municipal duties. Local government is responsible for policy implementation and must report to and account to council. A mayor elected by council coordinates the municipality's activities. In an executive committee, the mayor is assisted by councilors. Municipal managers and department heads are in charge of administration.

### **There are various types of municipalities:**

Metropolitan municipalities (Category A) are the six largest metropolitan areas with more than 500,000 voters who receive services. This includes Johannesburg, Cape Town, eThekweni, Tshwane, Nelson Mandela, and Ekurhuleni (East Rand). The metropolitan areas consist of wards represented by councilors, with half of the councilors being elected proportionally by voters in political parties and the other half being elected by ward residents

Local municipalities (Category B) - there are 231 of them and they include all areas outside metropolitan municipalities. Each consists of wards in which residents are represented by councilors appointed through a proportional representation ballot and representing political parties, while the other half of councilors are elected by residents.

District municipalities (Category C) – there are 47 district municipalities, each of which is comprised of three to six local municipalities. These district municipalities contain nature reserves and other populated areas. They are governed by a district council and lack a local council. In rural areas, district municipalities are more prevalent. They consist of two district councilors, namely:

- Elected councilors – those elected by district council on a proportionate ballot by all voters. They represent 40%, and
- Councilors who represent local municipalities in the area – they are sent by their council to represent them on the district municipality. They represent 60% and have the same responsibility as the local municipality in areas where a local municipality does not exist.

Functions of the municipalities are:

- Electricity delivery is handled by Eskom, which is a South African electricity public utility that generates electricity in South Africa; • the municipalities' responsibilities include: • electricity delivery is handled by Eskom, a South African electricity public utility that generates electricity in South Africa; Eskom is a state-owned enterprise that provides electricity to all South African municipalities and provinces.

Municipalities are responsible for ensuring that electricity reaches all residences within their jurisdiction. Electricity is transmitted from the primary source to substations using a high voltage. To transmit electricity to different neighborhoods and households, the voltage is decreased. It is the responsibility of the municipality to ensure that substations are constructed in the various areas and locations under its jurisdiction. The municipality should ensure that the substations are in good working order and won't harm the surrounding environment. Municipalities generate revenue by billing each business and household for their electricity consumption and collecting monthly payments for the electricity supplied to each household and other user. For residents to be able to pay their bills, continuous electricity service is required. There is an exception to the electricity payment requirement because some homes receive free electricity and senior citizens are subsidized to receive electricity at a reduced rate. Communities cannot address their electricity concerns directly with Eskom; instead, they must go through their municipality. In communities, lack of electricity supply is a major issue, and most protests center on this issue. Electricity is supplied in the following sequence: power grid station; transmitting substation;

transmission network; receiver substation; distribution network; and consumer (house/office).

- The delivery of sewage and sanitation is dependent on the availability of water, as water is required for good and proper sanitation. Different regions have different types and standards of sanitation. In regions without adequate water, sewage is either collected or disposed of in septic tanks. In areas where households have access to sufficient water, a complete water-borne sewage system is utilized. Additionally, restrooms vary depending on the location of the municipalities. In areas where water is scarce, pit toilets or long-drop toilets are used, whereas flushable toilets are used in areas where municipal water supplies are sufficient. In areas with poor infrastructure, municipalities will be unable to provide sewage services. The municipality must ensure that all areas have adequate drainage and electricity to ensure that all residents have access to adequate sewerage and drainage infrastructure. This service gives citizens dignity.
- Municipalities are responsible for waste removal. Each municipality is accountable for garbage collection and waste disposal. Different municipalities and zones collect trash on different days using garbage trucks. Each household is responsible for removing trash and placing it outside the yard, where it is easily accessible for collection. Residents must ensure that trash is stored properly. Municipalities provide residents with large containers for sorting and disposing of garbage. The recyclable waste must be collected for recycling. In areas where refuse removal is unavailable or not regularly collected, residents may resort to dumping their trash on uninhabited land; therefore, it is crucial that the municipality provide this service effectively.
- The implementation of municipal health services is a collaborative effort between the National Department of Health and provincial departments of Health. Health services are essential and necessary for the health and sustainability of a community's residents. According to the 1996 Constitution of the Republic of South Africa, everyone has the right to basic health care services. The Department of Health is responsible for the national facilitation and provision of health care and is mandated to collaborate with local governments to provide health care services. Each municipality is responsible for multiple clinics located in different areas. Municipalities are obligated to ensure that clinics within their jurisdiction adhere to health protocol standards. These clinics are autonomous, but they are registered and

governed for administrative purposes. Because there are different levels of health care provision, private and public hospitals share the same health services. Clinics provide only the most fundamental health care services due to their limited resources.

- Municipal roads are an essential community service. The municipal roads aid in garbage collection; in order for large trucks to enter neighborhoods and collect garbage, there must be sufficient roads to accommodate their movement. Depending on the location of the municipality, roads are graded into gravel roads, paved roads, or tarred roads. Municipalities face difficulties in providing adequate roads due to the proliferation of informal settlements, even on land that is not zoned for residential use and sometimes even on wetlands. When this occurs, residents build their own roads. I believed that the municipality's road provision was significant, as roads are constructed to ensure the safety of road users and to provide easy access in and out of the area. Good roads promote local commerce and economic growth.
- Municipalities regulate street trading through bylaws, which, if poorly managed, frequently cause friction between municipalities and residents and may lead to protests. Street trading falls under the informal employment sector and contributes to job creation. This service is important to residents because it is simple and inexpensive to obtain goods and services; therefore, it should be well managed for compliance and contribution to state revenue.
- Parks and recreational areas are a municipal asset that contribute to local tourism and have economic, health, and environmental benefits.
- Parks and recreational services are socially significant because they facilitate interactions between communities and outsiders and contribute to people's livelihoods. Municipalities collaborate with the Department of Tourism, the Department of Environment, Forestry, and Fisheries, South African National Parks, and other private organizations to preserve and maintain parks and recreational areas. These areas are protected heritage sites whose compliance with policy and law is regulated. The provision of water and sanitation, electricity, and sewage has a direct impact on local tourism and the condition of parks and recreational areas; consequently, these services must be up to par to attract local tourists.
- Local tourism is the responsibility of the local municipality and the National Department of Tourism; for tourism to be effective, municipal roads and the public transportation system must be adequate. These will allow tourists to access tourist

destinations easily and comfortably. Each tourist destination must be well-maintained in order to be appealing and well-visited, thereby boosting the economy. Tourism that attracts many tourists is vital to the economic growth of South Africa. Municipalities must ensure that tourist destinations under their jurisdiction are well-maintained to international standards.

- South African municipalities are responsible for providing domestic water. Depending on whether a community is urban or rural, the complications associated with water supply will vary. It can be challenging for municipalities to provide this essential service directly to each residence. This is due to a lack of resources or capacity. In such cases, water will be supplied to communal standpipes in the communities, from which individuals should collect water. Having yard tanks (water tanks) and yard taps is another option. Regularly and for a fee, the municipalities will fill the water tanks in each household's yard. In South Africa's developed areas, where municipalities have the capacity, water is supplied directly to homes. Municipal water must be safe for consumption, regardless of the method used to provide water to different communities.
- It is the responsibility of the municipalities to regulate the management of the storm water system, to provide for measures to adapt to climate change and densification in built-up areas, to protect the preserved natural environment, and to provide safe and sustainable rainfall and storm water developments. It is essential for municipalities to manage storm water drainage, as inadequate drainage can result in water that pollutes or poses a hazard to residents. The storm water service is governed by ordinances, and everyone in the built environment is expected to comply with them ([openbylaws.org.za](http://openbylaws.org.za)).
- Firefighting services is a system responsible for coordinating and advising on the training and development of fire department personnel. The fire brigades strive to provide comprehensive firefighting, rescue, and fire safety services that enable the community to flourish in a secure environment. The primary objective of this service is to prevent fire-related loss of life and property.
- There are four types of land use decisions: functional zoning, farm-based zoning, intensity zoning, and incentive zoning. When constructing a city, the municipality employs multiple zoning types. When implementing zoning regulations for urban and rural development, it is the responsibility of the municipality to strike a balance,

taking into account the needs of all interested parties. The area zones each serve a distinct purpose, including retail, residential, and industrial. To avoid conflict, this service should be implemented efficiently.

- Municipal public transport is dependent on adequate municipal transport. For adequate public transportation, roads must be adequate and up to code; this would promote road and passenger safety and enhance transport accessibility. In providing transportation, the municipality collaborates with provincial departments of Roads and Transport. The Department of Transportation is responsible for developing policies and laws that regulate public transportation operations. Municipalities are responsible for implementing these policies and laws within their respective jurisdictions and must ensure that public transportation complies with these laws. This is accomplished by traffic police. Public transportation consists of buses, trains, taxis, Uber, and taxis with meters.
- Abattoirs and fresh food markets are responsible for ensuring that consumable food and meat products are stocked in our store. An abattoir is a facility where animals for human consumption are slaughtered. Concerning animal welfare and meat safety, they play a crucial role in the meat production industry. They ensure that slaughtered animals for human consumption adhere to the standards. The Department of Agriculture regulates fresh produce, but municipalities are required to provide infrastructure for fresh products, including allocation of farms and fresh produce markets that deal with the trade of fresh produce. Through their fresh produce markets, municipalities ensure that the products are appropriately grown and graded.
- Providers of open access to essential resources for economic and cultural activities are primarily libraries and other facilities. The libraries provide a variety of services, including books, audiobooks, e-books, materials in large print and braille, CDs and computer games, internet access, and community book clubs. Academic libraries, special libraries, public libraries, and national libraries are the four types of libraries. The libraries help community members find information, borrow books, have access to computers, provide a conducive study environment for students, and provide research materials. The libraries employ librarians, archivists, and other professionals with similar duties.

These governmental spheres are autonomous, yet distinct, interconnected, and interdependent. They interact daily with communities through the provision of essential goods and services. The municipality should ensure that communities participate in policy formulation and take responsibility for the developments occurring in their communities. Municipalities and their respective communities should maximize the impact of all levels of government on social development and economic growth ([etu.org.za](http://etu.org.za)). Due to the autonomy of each sphere of government, there is a lack of coordination between them. As stipulated by the Millennium Development Goals of the United Nations, collaboration would promote effective service delivery and maximize resource utilization thus minimizing service delivery protests.

South Africa adopted a sustainable development agenda in 2015 as a means of localizing the Millennium Development Goals and the World Development Indicators. South Africa was tasked with the duty of monitoring progress. The five pillars of the 2030 Agenda for Sustainable Development ([www.sdg.un.org](http://www.sdg.un.org)) are as follows:

- People – to create a healthy environment devoid of hunger and poverty to ensure that citizens can retain their dignity and equality.
- Planet – to protect the climate degradation, managing consumptions and production of natural resources.
- Prosperity – to ensure economic, social and technological progress to support human beings' ability to be prosperous and fulfilling.
- Peace – to foster peaceful, just and inclusive societies free from fear of violence.
- Partnership – to source resources enough to implement the 2030 agenda and promote global support.

According to the 2019 United Nations Report ([www.unstas.un.org](http://www.unstas.un.org)), South Africa has incorporated the Sustainable Development Goals and the Millennium Development Goals into its National Development Plan by promoting greater policy coherence and reducing duplication of efforts and inefficiencies. By 2016, South Africa had released a report indicating that 75% of the goals had been achieved in support of its citizens' human rights. The Millennium Development Goals and Sustainable Development Goals were categorized



by South Africa as follows: (1) Social Goals, (2) Economic Goals, (3) Environmental Goals, and (4) Government Peace, Justice, and Security Goals. The focus of the research paper is the Social Sector, and the departments of the social sector will be discussed.

### **The Areas of Agreement and Disagreement in Literature**

The deliberative school of thought presents human rights as established, and the Constitution is an established rule of law. The Constitution of the Republic of South Africa suggests that service delivery is a constitutional mandate assigned to the public administration to protect the human rights of citizens. The Millennium Goals and Sustainable Development Goals of the United Nations unite the various international constitutions. Implementing the Millennium Development Goals is a commendable effort to uphold human rights. The majority of countries have made substantial progress in various areas of the goals, while others are attempting but still lagging. Member states are compelled by the Millennium Development Goals to invest at least some funds in the achievement of these objectives. Countries that have implemented these goals have supported the notion that service delivery can be accomplished by implementing the Millennium Development Goals. Member states have collaborated and developed laws and policies to ensure the service delivery implementation of human rights in support of the deliberative school of thought (Dembour, 2010).

The natural school of thought's emphasis on the fact that rights are granted and derived from God will make it extremely difficult to implement rights or even find a common ground on which to uphold rights. Humans do not share the same faith or belief in the same God; consequently, natural rights cannot be measured (Dembour) (2010). According to Horsthemke (2006), natural laws have flaws because it does not imply that everything natural is good or moral; therefore, a debate is necessary to determine the facts. To support or oppose the protest school of thought that asserts human rights must be fought for, additional debates must occur. As enshrined in the SA constitution, human rights are laws that can be protested for, and that there should be more discussions human rights issues, and fewer demonstrations because of their detrimental outcomes. Sometimes, service delivery protests result in looting, and looting affects economic growth. In South Africa, we have witnessed the arson of government facilities meant to support the implementation of human rights as per

the Millennium Goals. The International Human Rights are governed by these goals, and member states voluntarily participate in their implementation without fear of punishment. According to Benton (2006), traditional service delivery includes aligned services such as health care, social services, agricultural services, law and order, roads, and transportation.

Municipalities and communities in various nations have varying budgets for various services. Budget allocation can serve as an indicator of service delivery priorities, as agreed. It is believed that service delivery protests indicate poor or non-delivery. However, a Business Day report ([www.businesslive.co.za](http://www.businesslive.co.za)) suggests that some service delivery protests are the result of political pressure, where parties are competing for members by highlighting gaps in the ruling party, and a lack of feedback from public servants is misinterpreted as a lack of service delivery. There are no discernible disagreements in the literature because so few articles have been published; however, the diverse areas of the Millennium Goals literature address a variety of issues. Critics criticize the United Nations Millennium Goals for lacking political will and, consequently, management of non-delivery of targets. The fact that their member states participate voluntarily outweighs this disadvantage.

### **The researcher's opinion in support or against the existing literature**

The regulation of service delivery through human rights and Millennium Development Goals is a good starting point for international collaboration between developed and developing countries and the creation of uniformity on government service delivery through transformation-promoting policies. Even without some measures and consequence management for countries that did not implement service delivery through the Millennium Goals, there was a significant improvement in the outlook for the living conditions of world citizens, as indicated by the statistics presented above. The Millennium Goals have been accepted because of the arguments of the deliberate school of thought, and South Africa has been compelled to develop policies and legislation that support the allocation of funds to improve service delivery.

Within the social cluster, departments responsible for social development, education, housing, and health have gone above and beyond to improve the rights of South African

citizens. The National Development Plan mandates employee accountability, which entails knowing what needs to be done and acting accordingly (Fanyane, 2005). McLennan agrees with Emily et al. (2021) that service delivery should improve citizens' standard of living. Despite the cost, an equal distribution of resources should be achieved in urban and rural communities (Burger, 2018). South Africa has made budgetary resources available for service delivery and human rights implementation.

South Africa's legal framework has established a variety of rights and responsibilities. The South African Constitution's Bill of Rights enumerated several rights that each South African must uphold. Moreover, these rights are accompanied by responsibilities. They protect the rights of citizens by declaring that all people are equal before the law and cannot be treated unfairly. To safeguard this right, it was affirmed that every worker or employee has the right to organize and negotiate in order to further their goals in promoting workplace relations. Citizens have the right to live in a safe, healthy environment; to own property; to engage in free association; to have access to adequate housing, health care, food, water, sanitation, and security; and to own property. Children are entitled to a name, nationality, and protection from exploitation and abuse. Citizens have the right to be free from violence and arbitrary detention; the right to privacy; the right to peacefully assemble and demonstrate; the right to refuse slavery or forced labor; the right to life, freedom of expression, freedom of religion, belief, and opinion; and the right to form a political party, run for office, and vote for any political party in free and fair elections. Nobody should be stripped of their citizenship.

In addition, citizens have the right to litigate in a court of law or tribunal. The right to leave and enter the Republic at will, the right to remain silent when arrested, the right to be brought before a court of law within 48 hours, and the right to legal counsel. The rights to administrative action that is lawful, reasonable, and procedurally fair are supported by the Department of Justice.

These rights are also supported by responsibilities that outline how they should be exercised in consideration of other citizens: the right to equality imposes on all individuals the obligation to treat every person equally, fairly, and without unfair discrimination based on

race, gender, religion, belief, nationality, disability, culture, language, status, or appearance; this right encourages appreciation of diversity; the right to human dignity imposes a duty to treat people with respect and dignity; to be kind, companionable, and sensitive to every human being, including warmly greeting them and speaking to them with courtesy.

The right to life imposes a duty to protect and defend the lives of others without endangering them by carrying lethal weapons, acting irresponsibly, or disregarding the rule of law. live a healthy life by exercising, eating correctly, not smoking and abusing alcohol or drugs; not to act irresponsibly to the point of infecting others with communicable diseases such as HIV/AIDS; the responsibility of the right to family or parental care places the responsibility to honor and respect parents and to assist them, to be kind and loyal to family, siblings, grandparents, and other relatives; to love and establish strong and loving families in the long term.

The responsibility to attend school regularly, learn and work hard, cooperate respectfully with teachers and fellow students, and adhere to the school's rules and code of conduct is imposed by the right to education. It also places responsibility on parents to ensure that their children attend school and receive support, and it places responsibility on teachers to promote a culture of learning and teaching. The right to work imposes a duty to work diligently in all endeavors and to live a good and prosperous life associated with working life. The right to freedom and security places responsibility on antibullying efforts and promotes peaceful dispute resolution. Respect the property of others and take pride in the protection of both public and private property; be fair to those who give generously and to those who perform charitable work. Respect the beliefs and opinions of others, as well as their right to express them, even if you disagree with them.

The right to a safe environment imposes the duty to promote sustainable development and prevent the destruction of the natural environment, to protect animal and plant life, to prevent pollution and not litter, to maintain clean homes, schools, streets, and public areas, and to avoid wasting scarce resources such as water and electricity. Citizenship entails the obligation to abide by the country's laws and contribute to making South Africa a great

nation. The right to freedom of expression, except for views that express hatred or prejudice based on race, ethnicity, gender, or religion, imposes the responsibility to prevent the abuse of this right, not to spread falsehoods, and not to hurt people's feelings. Any citizen who accepts this responsibility will help build the ideal society that will make South Africans proud to be citizens.

### **The concept of data analysis in research**

The data collecting method is a procedure for gathering and measuring information on the preferred variables in a manner that permits the testing of hypotheses and evaluation of outcomes. Questionnaires, surveys, and interviews are properties of data collection tools. This helps to acquire insight into the audience for the research. These instruments provide precision and accuracy, legitimacy and validity, dependability and consistency, timeliness and relevance, completeness and exhaustiveness, availability, and accessibility.

In research, data collecting contributes to the acquisition of high-quality information the researcher needs to make educated conclusions. It contributes to the accumulation of new information. The primary contribution of data collecting occurs during the study's design phase, when the researcher determines the types of data to be collected and how it will be analyzed. The objective of data collecting should be stated up front so that it is aligned with indicators and results. Research outcomes will determine the research population and sample size, followed by the research strategy. Data should be shared securely to maintain its quality, preferably using a software system. The collecting of data should be valid, dependable, exhaustive, exact, and honest. Data collection improves quality by making transparent the sampling technique and population's geographic location. The benefits of merging qualitative and quantitative data as well as triangulation are enlargement, analysis, and explanations. Data collection should adhere to ethical standards, and participation should be voluntary.

In a survey, questionnaires are forms that participants will complete and return to the researcher. Questionnaires consist of a sequence of questions with Likert Scale-based replies. This research will employ a structured questionnaire as the most suitable method for applying statistical tests. The data may be transmitted to the SPSS software, which does automatic

analysis. This decreases the likelihood of human error. The investigation will also identify themes and subthemes. The responses will be categorized according to the themes. The interview is conducted verbally between the researcher and the subject. The characteristics of interviews consist of typical questions that may be followed by clarity questions. Interviews with individuals or groups can be performed by telephone or video links.

The collection of data will include a combination of traditional and online methods. The goal of combined data collecting is data quality and simple storage. Simultaneously qualitative and quantitative data will be collected for this project, followed by an interview to close data gaps and improve participation. When participants are interviewed telephonically and surveyed at their respective service sites online, it gives the research vigor. The questionnaires are returned immediately after completion to a central repository. This procedure will save time and reduce analysis waiting times.

Prior to data collection, the UREC should grant approval for the research to be conducted. Ethics refers to the use of appropriate standards and conduct during the research project to safeguard the participants. Different disciplines use different codes of ethics. Common ethical standards include informed consent, participant safety, debriefing, secrecy and anonymity, and deceit. The researcher in this study acquired informed consent from all participants and detected no risks. The researcher ensured that all participants' rights were respected and not violated. The researcher chose the responders and checked their comprehension of the questions. Respondents be advised of their right to secrecy and that they might withdraw from the study at any time if they felt uneasy.

The research may adopt a qualitative or quantitative or even a mixed-methods approach; and discuss the qualitative and quantitative dependability of data and provide findings. The trustworthiness of qualitative data refers to credibility, transferability, conformability, and dependability, whereas the trustworthiness of quantitative data refers to the validity and dependability of data expressed in quantities (experimental, survey, or statistics) (Shenton, 2004). Shenton explains further that data is dependable if it corresponds to study questions, the research design and rationale, the selection of participants, and data

gathering methodologies. In this study, the reliability of data collection will be ensured by customizing questionnaires and surveys for each participant: 1) government personnel, 2) government recipients, and 3) civilians through interviews. Evidence will be collected from four provinces and four provincial ministries for this exploratory investigation. In terms of salary levels, the sample would be representative of frontline employees in government agencies (junior staff, middle managers and senior managers).

## **2.4 Qualitative and Quantitative Trustworthiness of Data**

Data credibility refers to the veracity of the research interpretation and conclusions. They are distinguished by whether they were produced from original participant data that is representative of participants. Each respondent should be given an opportunity to provide a number of responses based on the number of options for data to be credible. Credibility is the researcher's confidence in the quality of the data collected and coded to demonstrate the veracity of the research findings (Pilot et al. 2014). The philosophical and theoretical standpoint of the qualitative investigation bolsters the research's quality and reliability.

### **Techniques and methods for credibility data**

According to White et al. (2012) credibility consists of dependability, validity, frequency distribution, conceptual formulation, and evidence presentation. According to Kortjens and Moser (2018), qualitative and quantitative data analysis cannot be conducted independently, but must be complimentary to promote credibility. Miles et al. (2014) stresses the importance of qualitative data for identifying the characteristics of occurrences and predicting their outcomes. In support of the credibility argument, Creswell, J. (2014) asserts that quantitative data analysis is necessary to understand phenomena and anticipate the results of treatments. Tuli (2010) reaffirms that quantitative studies generate objective data devoid of the subjectivity of qualitative research. Holliday (2016) argues that statistics and numbers can effectively convey outcomes. A benefit of the quantitative method is its objectivity. James (2012) emphasizes the reliability of quantitative data because it is quantitatively evaluated to generate a statistical picture of a trend or relationship. Data is used as evidence to support or refute accusations that frontline public servants lack a culture of service delivery and the ability to read and translate legislation into implementation strategies. The evidence will either support or refute the assertion; hence, future research may focus on this claim in depth.

### Credibility, truthfulness, and competence of researchers

Integrity and ethics are related to the veracity and reputation of researchers, whereas competence is the capacity to succeed. In research, both characteristics are essential. According to Wojciszke (2005), a researcher employs competence when attempting to comprehend a phenomenon. The analysis should be conducted ethically and without violating the respondents' rights. The ethical committee has to grant approval for the collection and analysis of data for any study.

### Philosophical beliefs of respondents

*Table 3: Philosophical Beliefs*

Objectivity – The participants are government employees and beneficiaries or providers who are doing business with government. Their objectivity may be compromised; therefore, the participants were anonymous to promote objectivity.	Subjectivity – The respondents are affected as employees and as citizens who are affected by service delivery; therefore, they are subjective.
Truth – The voluntary participation encouraged individuals to be truthful as they were not forced. They knew that they could withdraw their participation at any time.	Perspective – the respondents did not have to identify themselves and they were informed that the data would be used for the purpose of this research only. In cases where the questions were not applicable, they were free to share their own views.
Generalization – the research covered a wide spectrum, and the sample was representative of the population; therefore, the outcome of this research will be generalized for all the provinces in South Africa	Extrapolation – The data was extrapolated from the respondents based only on structured questionnaires, surveys, and interviews.

Credibility can also be increased by the triangulation of data from employees,



beneficiaries, and citizens, as well as the comparison of the estimated means for these participants.

Transferability – It refers to how applicable the research findings are to other contexts, situations, populations, or phenomena. According to Slevin and Sines (2013), transferability can be evaluated using the same criteria as external validity. It is synonymous with venerability. If we were to adhere to the theory of Slevin and Sines, we would use meta-synthesis (the examination of data from multiple independent studies to determine consistency) findings to enhance validity through systematic synthesis and second-tier triangulation (Finfgeld-Connett, 2010). The interviewees and all respondents were asked to respond to similar questions, and responses can then be plotted on pre-defined themes in an effort to explain that frontline staff are not competent or are competent to interpret legislation, they do not have a service delivery culture and government department do not have a problem resolution and feedback loop.

Service delivery protests are not a South African phenomenon, but a global issue. As a matter of human rights, service delivery is applicable in all nations. The findings of this study can be applied to diverse but comparable contexts worldwide. The issue at hand is that those designated to provide services may indirectly contribute to service delivery protests through their negligence. In many contexts, service delivery is the responsibility of frontline staff, and their proficiency and competence are crucial to delivering customer-satisfying services efficiently. Analysis of quantitative and qualitative data can be utilized in the context of decision and policy making (Finfgeld-Connett, 2010).

The abundant data descriptions that follow demonstrate that the research findings are applicable to other contexts. For transferability purposes, the research population includes all provinces, and the sample is drawn from the four largest provinces and four departments within those provinces. Finally transferability can be enhanced by accounting for personal biases, acknowledging biases in sampling, being meticulous in record keeping and engaging with other researchers to reduce biases (Smith, 2001).

**Dependability** – It refers to the extent to which the study can be replicated by other researchers and the results are consistent. The concept of dependability addresses the problem of false positive and false negative results, as well as the reverse. False positive results are when research supports the hypothesis, while false negative results are when research rejects the hypothesis significantly (Type 1 error) (Simmons, 2011). Other strategies that address false findings are:

- Proposal and execution of replication studies – for the study to be replicated, data analysis must be derived from the participants, regardless of the researcher's opinions. This research's consistency was demonstrated by plotting data collected from respondents in Excel, which may be encoded and imported into SPSS software. The descriptive data in both statistical systems was identical.
- Ensure and support data sharing.
- Adopt truth-seeking in research endeavors (Lishner, 2008).

The most common method for evaluating dependability is an inquiry audit. This includes an external reviewer of the research procedure and data analysis to ensure the consistency of the findings. The researcher should improve dependability by:

- Describing the sample size – provide the sample size.
- Refrain from increasing participation following the initial data analysis. Three months are allocated to collect data, and no additional participants will be recruited after data analysis.
- Avoid ad hoc data removal – no data will be removed.
- Share data if others request it; data will be shared upon request.
- Maintain an approachable and flexible stance toward alternative research standards.
- Communicate significance using correlations.

### **Challenges that come with qualitative and quantitative data**

**Insufficient sampling size** – This will result in diminished statistical power. This study's sample size was satisfactory. It accounted for 30% of responses. Non-responses resulted in missing data for all frequency of test computations; nevertheless, these non-

responses were not statistically significant.

**Lack of previous research studies** – The problem with research is that South Africa continues to experience high service delivery protests despite a strong local, national, and international legal framework. Most of the study undertaken centered on service delivery from the citizen's perspective. This study examines service delivery protests from the employee's perspective. The study wished to determine how frontline employees contribute to or inhibit service delivery demonstrations.

**Time constraints** – Time is essential for the successful collection and analysis of sufficient data. Other than the effects of the COVID-19 pandemic, this study was not constrained by time limitations. The intended technique of data collection was face-to-face interviews with participants at their workstations. However, the researcher resorted to electronic distribution of questionnaires and telephone interviews.

**Triangulation** – It is the process by which a researcher eliminates biases from a research study using techniques such as detailed notetaking, member verification, peer review, and audit trials. This investigation utilized thorough notetaking throughout interviewees. Telephone inquiries were made to determine if participants were from the appropriate provinces, departments, and if they were frontline employees with varying income levels (Neuman, 2003). In data analysis, a strong correlation eliminates biases.

### **Potential weakness to interpretation of data collection analysis**

Because the two methodologies complement one another, a mixed-method data analysis was used. Quantitative data employs words to describe data sorted into groups. This is supposed to be a laborious and time-consuming operation. It entails transcribing comments verbatim, detecting common phrases, thoughts, and sentences, and classifying them according to themes. This makes statistical representation more challenging. In order to enable statistical representation of the data, the themes for this study are matched to research questions with specified Likert scale replies. In this study, the difficulty of verifying

qualitative data was minimized.

## **2.5 Theme: Normative Literature Review**

This theme will use normative inquiry to evaluate the applicable norms and standards for efficient service delivery. This part will explore part 3 Subtheme 1: Actions and behavior of public servants, e.g. professionalism of public servants. Part 3 Subtheme 2: Values of South African Citizens (clients), e.g. what is it that South African consumers value when it comes to public servants/service. Part Subtheme 3: Service Delivery Culture Norms, i.e. what do those who receive service from government expect from government facilities? (Batho Pele principles are relevant here), and part Subtheme 4: Efficient and sustainable government service delivery in SA – good governance, i.e. what is good governance? What constitutes good governance? How do we cement good governance in government departments?

### **2.5.1 Actions and Behaviours of Public Servants**

Normative prescriptive inquiry will be utilized because it provides answers to questions such as, "Which norms for evaluating behavior should be accepted and why?" This normative approach is a value-based approach to building communities, predicated on the premise that all individuals have a need to belong, desire a sense of purpose, and seek success (Narifi.org as of 11/12/2020). This methodology will aid the research study as it seeks to comprehend the ideal norms and standards that guide good public service. Public servants are expected to exhibit ethical behavior and demonstrate compassion, respect for others, and helpfulness. A professional public servant would have a neat appearance, be dependable, knowledgeable, and ethical, communicate effectively, and adhere to guidelines when creating formal documents.

A public worker demonstrates professionalism by maintaining a neat appearance, being dependable, knowledgeable, and ethical, communicating effectively, and adhering to prescripts while generating formal papers. The ideal public worker for creating value for South African citizens is one who has a culture of service delivery, is competent, and is accountable to government and communities. On the other side, individuals and communities must comprehend public services and work together to improve service delivery. The ideal

public servant for creating value for South African citizens is one who has a culture of service delivery, is competent, and is accountable to government and communities.

### **Value creation**

The philosophical definition of value is a benefit for individuals or groups that guides human behavior based on the normative approach, distinguishing right from wrong. Economic theory discusses their value and significance to organizations (Goodpaster, 2006). Atheists and engineers are concerned with the worth of objects. This is the value derived from an organization's activities, politics, and practices (Goodpaster, 2006). Alfred Marshall, an American economist, defines value as the equilibrium price formed when marginal cost equals marginal utility (Hayes, 2019). It is stated that value is essentially the last consumed unit.

A broader and more appropriate definition of value is the capacity of a good service or activity to satisfy the needs of a person or legal entity or to provide them with a benefit (Boksberger et al 2011). This definition includes any tangible or intangible goods, services, or actions that satisfy a need. It also includes issues that contribute to the recipient's quality of life, such as knowledge, prestige, safety, physical and financial security, and the provision of food, shelter, transportation, and income.

Stakeholder theory defines stakeholders as any group of individuals who can influence or be influenced by the organization's goals (Freeman, 2010). Romero (2019) asserts that the stakeholder theory has three aspects: descriptive, instrumental, and normative. However, these three are mutually exclusive: Descriptive – states that an organization is a contestation of cooperation and competitive interest. Instrumental – it establishes a framework for examining the connections, if any exist, between the practice of stakeholder management and the achievement of performance of goals. Normative – it is based on the idea that stakeholders have legitimate interest in corporate activities and each stakeholder secures its own interest. It is the normative facet of stakeholder's interest which will influence the organizations corporate social performance (Tashman and Raelin 2013).

This normative view of stakeholder theory suggests that managers should consider the social responsibility of the organization in their day-to-day duties, as the livelihoods of stakeholders are directly affected by the decisions made, as opposed to shareholders, whose livelihoods are not directly affected by the organization's actions other than profit. Any organization's value creation should be balanced to benefit both stakeholders and shareholders, employees, and customers in the broader community.

- Shareholders: These are company owners which have a financial stake in the company. They have invested money and expect that such investment should create value and bring in income.
- Employees: People who work for the company are paid wages or salaries for their livelihood.
- Customers: they are people who expect to get benefits from the products they purchase or the services they receive. They will remain loyal to the organization as long as their needs are satisfied through reasonable price.
- Suppliers: They have an interest in the wellbeing of the firm and that they can continue supplying the firm with products.
- Society at large: these are local communities and citizens within the areas where the company is operating. They have a stake in terms of tax revenue, jobs for the residents, charitable contributions, impact on the environment such as pollution and other aspects that affect their quality of life.
- Value can be created or destroyed based on the following characteristics of finance, non-finance, and time.

Table 4. An illustration of how value can be created or destroyed for different stakeholders. Model adopted from Cengiz Haksever et al. (2004).

*Table 4: Value Creation Model*

Stakeholder group	Value dimension	Value created	Value dimension	Value destroyed
Stakeholder	Financial	Profit, income, stock appreciation, profitability, and financial stable company.	Financial	The risk of losing investment, poorly managed firm, bankruptcy, products that fail.
	Non-financial	Reliable sources of income, autonomy, pride of ownership of the company.	Non-financial	Stress created by uncertainty of the future of the company, inferior products, scandals.
	Time	Long-term finance security, advanced technology, quality of service and human resources.	Time	Long-term unviability and success of the company.
Employees	Financial	Wages, salaries,	Financial	Better financial

		bonuses, medical aid, pension plan, well-managed and profitable company.		benefits lost if worked for other companies, cost of tools, and work clothes, loss of pension and retirement assets.
	Non-financial	Safe, friendly, and cooperative work environment, challenging job, empowerment training, job security, advancement opportunities, flexible work hours, and investment in human resources.	Non-financial	A stressful work environment, unchallenging job, hostile management, strict rules that stifle creativity and destroy pride of work. Poor management and financial accountability.
	Time	Long-term job security, future benefits, loyalty awards, long-	Time	Time spent at work and commuting to work, lack of long-term



		term sustainability.		career development.
Suppliers	Financial	Revenue, profit suppliers receive from the sale of goods or services, partnerships with reliable and financially sound companies.	Financial	Forced price concessions, risk of losing money on an order received, a customer that puts one supplier against another for lowest prices, a customer that is financially stressed and cannot pay bills.
	Non-financial	Reduced uncertainty about the viability of supplies, technology transfer and assistance, prestige of being a supplier to a well-known and respected	Non-financial	Stress created by uncertainty about the future status of the relationship, and bad publicity from customers that use products from the supplier.

		company, expansion of customer base due to referrals by satisfied customers.		
	Time	Long-term financial security, survival in the long-run, payments made on time for goods, services provided.	Time	Long-term viability and success of the supplier may be jeopardised if information from customer about an order or payment is delayed.
Society/ community	Financial	Tax revenue, purchases made from local suppliers by the firm and employees, donations to charitable organisations, a profitable company, good citizens.	Financial	Tax abatement and other concessions given to a company, a company in financial trouble may also create financial problems for the community.
	Non-financial	A stable and reliable source of	Non-financial	Air or water pollution result in

		employment for the community, volunteer work done by employees, non-financial contribution to charities and civic projects, pride of being home to a respected company.		health problems, reduced quality of life, plant relocation may cause problems for the community and disrupt social and economic life.
	Time	The continued success of the company contributing to long-term economic growth and prosperity, investing into community projects with long-term benefits.	Time	Prolonged unresolved pollution may create long-term health problems, cause deterioration in the quality of life for the community.

Management decisions may have significant consequences for multiple stakeholders. The organization should create value for all of its stakeholders, so that all can benefit from it. This research focuses on the creation of value for citizens and society. On the flip side, individuals and communities must comprehend public services and work together to improve service delivery.

The business purpose and products are outlined in the business philosophy. It specifies the values that are important to employees and executives and defines the boundaries of the business. A business philosophy is a road map that assists the organization, its executives, and its employees in comprehending the objectives and values they should pursue. A philosophy assists employees in working effectively and encourages them to provide superior customer service. The provision of efficient service delivery that generates value for South African citizens is the prevailing business philosophy of the public sector.

It is crucial to have public administrators who uphold high moral and professional ethical standards because public servants uphold the public administration philosophy, which guides the administration within government departments and politicians running the affairs of the government. Philosophy is a set of fundamental principles and truths that serve as the basis for reasoning and action. In other words, it is a natural law that forms the basis for human construction and operation (Gildenhuis, 2004). Discovering principles requires logical deductions from natural facts, as well as rational thought and reasoning. These principles may only be altered if their facts have been distorted to the extent that the original law has been misinterpreted (Gildenhuis, 2004).

The moral principles of public administration should be taught to future public administrators. Universities teach the science of public administration to equip future administrators with the knowledge and skills necessary to provide efficient and effective services.

### **Public Service Competence**

The public service competence - is portrayed through the competencies of employees, (which are the characteristics of an employee), motives - such as things a person consistently thinks about or wants to achieve, traits - which are the consistent response of someone's self-control, knowledge, operational or technical understanding a person possesses; and skills - the things a person can do that can result in superior performance on the job (iasexamportal.com). According to Schultz et al. (2017), a frontline employee must be proficient in all customer service skills to provide a superior experience and build brand

perception. The common competencies are excellent communication, listening and understanding the needs of customers and responding appropriately, demonstrating patience by handling all types of situations effectively, demonstrating empathy by understanding the feelings or distress of clients, being proactive and reaching out to clients before they approach you, and being proactive and assisting clients before they come to you.

### **Accountability**

Accountability is the process of accepting responsibility for one's actions. In the context of public service, public servants must be accountable to the general public for delivering the promised services or products ([www.oag.govt.nz](http://www.oag.govt.nz)). Accountability should be upheld by the government and its agents with regard to public funds, as well as a collective agreement with individuals to accept public responsibility for their actions and inactions ([www.Pretoria University. Com](http://www.Pretoria University. Com)).

Accountability is essential because it provides democratic means to monitor and control government conduct and enhances the capacity to learn for effective public administration ([opengovernment.com](http://opengovernment.com)). The Auditor General of South Africa is tasked with overseeing accountability via performance and financial audits. Depending on the severity of the noncompliance, government departments found to be noncompliant will receive either a disclaimer or a qualification. Compliance would result in a clean qualification. Regarding frontline personnel, standard operating procedures should be adhered to, and documentation should be provided to demonstrate that customers were serviced, and inquiries were appropriately addressed. According to Porter and Kramer (2018), organizations face ethical issues that necessitate the internalization of norms and values of accountability. It is stated that malfeasance scandals have nothing to do with public servants' awareness of their roles and policy compliance, but rather with the internalization of policies and legislative mandates.

Budget allocations to departments reflect the South African government's dedication to service delivery and the Millennium Development Goals. The budget and departmental performance over the past three years are detailed below (Table 5).

*Table 5: Departmental Budgets*

SECTOR	2019/20 Budget Allocation	2020/21 Budget Allocation	2021/22 Budget Allocation
Education	R386.4 billion	R396.4 billion	R402.9 billion
Health	R222.6 billion	R229.7 billion	R248.8 billion
Social Development	R278.4 billion	R309.5 billion	R335.3 billion
Housing	R208.5 billion	R212.3 billion	R218.8 billion

The compliance of departments with the Public Finance Management Act can be gauged by their expenditure reports (No. 29 of 1999). The South African Auditor General issued the following audit reports for the social cluster: (Table 6).

*Table 6: Departmental Audit Report*

SECTOR	2017	2018	2019
Education	unqualified	unqualified	unqualified
Health	unqualified	unqualified	unqualified
Social Development	clean audit	unqualified	unqualified
Housing	unqualified	disclaimer	qualified

An unqualified audit report indicates that a department's finances are in good shape. It is disqualified due to a small number of discrepancies, which, if they exceed the threshold, would qualify it. However, there were minor discrepancies. These departments received unqualified audit reports (Table 7).

*Table 7: Departmental Audit Outcomes*

SECTOR	2017	2018	2019
HEALTH	unqualified	unqualified	unqualified
Unauthorised expenditure	10 750	00.0	0.00
Irregular expenditure	1 835 281	292 068	1 703 205
Fruitless expenditure	9 333	26 682	37 918
SECTOR	2017	2018	2019
SOCIAL DEVELOPMENT	clean audit	unqualified	unqualified
Unauthorised expenditure	00.0	00.0	00.0
Irregular expenditure	2161	00.0	14 962
Fruitless expenditure	6730	255	3489
SECTOR	2017	2018	2019
EDUCATION	unqualified	unqualified	unqualified
Unauthorised expenditure	00.0	00.0	00.0
Irregular expenditure	1 030 657	1 167 521	913 781
Fruitless expenditure	250 000	75 000	58 000
SECTOR	2017	2018	2019
HOUSING	unqualified	disclaimer	qualified
Unauthorised expenditure	00.0	00.0	00.0
Irregular expenditure	1 381 027	410 918	1 010 060
Fruitless expenditure	2 644	211 863	18 484

The social cluster of Gauteng Province was used as an illustration of the issues for which departments should be accountable and the types of audits that are necessary for accountability are:

- Clean audit – means the financial statements are free from material discrepancies and no material findings on reporting of performance, objectives and non-compliance with legislation.
- Unqualified audit report – it signifies that all accounting standards are

complied with. This is a report which does not have material discrepancies.

- Qualified audit report – it is a negative audit report because the department or organization did not comply with the General Acceptable Accounting Standards (GAAP) and providing data sets and reports to support their expenditure and outcomes, the auditor general could not gather evidence to substantiate the performance and achievement of targets, and there is an inadequate disclosure in the financial statements.
- Adverse audit – relates to financial statements which are insufficient evidence related to documents and data sets to be audited. For the auditors to issue an adverse opinion, the misstatements should constitute a substantial amount.
- Disclaimer audit report – related to the audited organizations inability to produce sufficient evidence in a form of documents or lack of sufficient evidence is not confined to an amount or substantial evidence. A disclaimer means the auditor is distancing themselves from giving an opinion (AGSA.co.za).

Auditor oversight of accountability is both internal and external. Departments employ internal auditors with the responsibility of evaluating internal processes and procedures. Which methods does an organization employs to perform daily tasks, which are primarily sequential and constitute a standard and protocols. In addition, it includes risk management, operational reviews, and internal control testing. External auditors are a group of individuals, preferably an auditing firm, tasked with examining the organization's financial report and performance.



The objective is to obtain an assessment of the credibility of these financial statements.

*Table 8: The difference between external and internal auditors*

External auditors	Internal auditors
<ul style="list-style-type: none"> <li>• They are mandatory by law for public listed companies and government departments.</li> <li>• The objective of external audit is to find the truth about financial statements.</li> <li>• External auditors are a legal independent audit firm.</li> <li>• Stakeholders use the audit report.</li> <li>• They are appointed by shareholders.</li> </ul>	<ul style="list-style-type: none"> <li>• They are not mandatory by law, and they are done in accordance with the best practice of corporate governance, and they report to the external auditors</li> <li>• Internal audits identify the key risks faced by the organisation and provide mitigation against those risks.</li> <li>• They are employees of an organisation.</li> <li>• Internal audit reports are management reports done to strengthen internal controls.</li> <li>• Internal auditors are appointed by management.</li> </ul>

### **Hiring the right individuals**

The success of a business depends on the organization's employees. Organizations should hire individuals who share their vision because they will propel the organization forward. When recruiting, the skills of the team should be complementary. Consideration should be given to organizational culture, as employees with the same organizational culture may adapt more easily and perform exceptionally well for the organization. Southwest Airlines and other companies hire for attitude and train for competence. This means that you hire someone based on their attitude rather than their skills. Recruitment managers should be aware that in addition to the required core competencies, there is a pool of individuals who are willing to learn, so long as the company is willing to invest in their training. Leadership IQ, a research firm, published a report stating that, of the 20,000 new hires they tracked, 46%

failed within 18 months. 46% of those failed due to a lack of skills, while 89% failed due to attitudes such as resistance to coaching, lack of emotional intelligence, lack of motivation, and inability to adapt to the organizational culture. Recruitment managers are compelled to hire inexperienced candidates so that they can acquire company-specific skills. A person with a positive attitude is easier to train and will not pass on negative habits to the organization. The president of Employment Technologist, Joseph T. Sefcik Jr., stated in his speech that hiring for attitude and training for competence are myths.

Empirical evidence indicates that the hire for attitude theory does not hold up in practice or in predicting job performance and success. Skill-based hiring improves the accuracy of selecting the best candidates. There are several reasons why companies should reconsider hiring based on skills rather than attitude.

- Work attitudes are hard to measure,
- Attitudes can be faked,
- You may leave out good candidates,
- Championships hire for skills,
- Training for skills is neither quick nor easy.

It is essential that organizations balance their options for locating skilled individuals with the proper attitude. Additionally, organizations are required to hire for diversity. As a form of identity, diversity refers to how individuals differ in terms of race, culture, age, gender, personality, ability, and disability. Management of diversity will ensure that recruitment practices and policies address racial, gender, and disability disparities in the workplace.

It enables employment equity in the workplace in an inclusive manner. Inclusion is the degree to which individuals feel included, respected, and valued for who they are. Diversity relates to language, education, race, religion, culture, and values within the public sector. South African employers must comply with the Employment Equity Act, No. 55 of 1998, as amended.

The purpose of the act is to ensure workplace equity through the provision of equal opportunities, fair treatment in employment, and elimination of unfair discrimination, as well as the implementation of affirmative action measures to redress imbalances in posts within organizations and achieve equitable representation of occupational categories.

Prohibition of unfair discrimination entails:

- Prohibition of unfair discrimination – employment policy should promote equal opportunities in the workplace.
- No person should be unfairly discriminated against race, gender, sex, pregnancy, marital status or social orientation.
- Employers can unfairly discriminate for the purposes of affirmative action as stipulated in the act; any person should be selected based on the inherent requirement of the post.
- Medical testing is prohibited unless it is permitted by legislation as an inherent requirement of the job. Testing for HIV/AIDS for employment purposes is prohibited.
- Psychological testing is prohibited unless the tests used are scientifically shown to be valid and reliable, can be fairly applied to all employees and is not biased against any employee or group.

The onus is on the employer to demonstrate that their practices were not discriminatory. Disputes involving unfair labor practices must be referred to the Commission for Conciliation, Mediation, and Arbitration (CCMA).

### **2.5.2 Values of South African Citizens (clients)**

Values are a person's or society's beliefs about good behavior and what is important (as of 18/01/2020, dictionary.com). According to the Cambridge Dictionary, values are the guiding principles that help individuals decide what is right and wrong and how to act in different situations. Here are a few values that are central to both individuals and societies: dependability, loyalty, dedication, open-mindedness, honesty, and efficacy (examples.dictionary.com). Integrity, accountability, diligence, perseverance, and discipline are the employee values (Dilenschneider, 2013). There are, however, people who are

motivated by negative values, such as self-interest or greed, insecurity, and a focus on survival. This could result in conflict, corruption, and unrest (Gildenhuys, 2004). The values of the South African public service are based on the constitution and the Department of Public Service and Administration's determination (Table 9).

*Table 9: Value Structure*

<b>South African Government</b>	<b>South African Public Service</b>	<b>South Australia</b>
<ul style="list-style-type: none"> <li>• High standard of professional ethics.</li> <li>• Efficient, economic and effective use of resources.</li> <li>• Development-oriented public administration.</li> <li>• Provision of service impartially, fairly, and equitably.</li> <li>• Responsiveness to people's needs and the public encouraged to participate in policy making.</li> <li>• Accountable public administration.</li> <li>• Transparency in providing accurate information timeously.</li> </ul>	<ul style="list-style-type: none"> <li>• Service – service that is accessible to citizens, rendered with speed and cost effectiveness, professionalize and encourage excellence in the public service.</li> <li>• Skilled public servants – to educate, train professionalize and develop a highly capable skilled and committed public service cadre, with a sense of national duty and a common culture of ethics.</li> <li>• Competitive conditions for public servants and labor peace.</li> </ul>	<ul style="list-style-type: none"> <li>• Services – proudly serve the government and community of Australia.</li> <li>• Professionalism – striving for excellence.</li> <li>• Trust – having confidence in the ability of others.</li> <li>• Respect – value every individual.</li> <li>• Collaboration and engagement – create solutions together.</li> <li>• Honesty and integrity – display high ethics.</li> <li>• Courage and tenacity – never give-up.</li> </ul> <p>Sustainability – working to get the best results for current and future generations of South Australia (public sector.sa.gov.au).</p>

<ul style="list-style-type: none"> <li>• Good human resource management, career development practices to improve human potential.</li> </ul> <p>Representative public service, recruited based on ability, objectivity, fairness to redress the injustices of the past (Constitution of the Republic of South Africa (1996).</p>	<ul style="list-style-type: none"> <li>• Corruption free – dealing with corruption cases and compliance to the Public Service Act of 1994, that prevents government employees from doing business with the state.</li> </ul> <p>Positive impact on the lives of people and the economy (www.gov.za).</p>	
--	--	--

South African values share some similarities and focus with those of other nations. For instance, Table 6 lists the values upheld by South Australia, including services, professionalism, skilled and competent public servants, and accountability as a top priority. As a driving force for norms and standards, best practice on service delivery for value creation for all citizens, all service-based organizations have an internal employee culture and an external community's rights and values. The ideal public service frontline staff in South Africa should exemplify the norms and standards outlined above and supported by Porter and Kramer (2018), who asserts that the most prominent values in the public service are integrity, efficiency, accountability, and services.

### 2.5.3 Service Delivery Culture Norms

According to Aristotle (2002), public servants should be taught normative principles rather than descriptive concepts of how things are done. This implies that they should not be taught policies or legislative frameworks, but rather which value systems the policies, laws, and regulations should be based on and how they can improve the delivery of public services. Administrators of the public sector must comprehend political ideologies in order to distinguish between acceptable and unacceptable ideologies that violate the norms and principles of service delivery (Gildenhuis, 2004). Cultural norms are the standards by which we live and the shared expectations and rules that govern the behavior of members of social

groups. While growing up in a society, cultural norms are learned and reinforced from parents, friends, teachers, and others.

Cultural norms are enforced socially ([www.oxfordbibliographies.com](http://www.oxfordbibliographies.com)). Central to service delivery is a service culture supported by a service mission, service delivery systems, training, motivation, employee roles and expectations, policies and procedures, and management support, which results in the delivery of efficient and effective services or products.

The Skills Development Act (of 1998) is intended to develop the skills of the South African workforce in order to improve the quality of life of workers, their employment prospects, and labor portability, as well as to increase workplace productivity and self-employment competitiveness. Self-development is encouraged by the Public Service Regulation and Performance Management Policy. Individuals are responsible for ensuring that they attend training, while the supervisor and employee share responsibility for creating the Personal Development Plan (PDP). Personal growth is also known as lifelong learning. Lifelong learning will assist individuals in achieving their personal interests, aspirations, passion, and their professional ambitions, which will result in fulfillment and satisfaction. Lifelong learning is aligned with personal development plans, as outlined by the performance management policy. This entails outlining all the skills required for the current position as well as the skills required for the next promotion. In most cases, the skills an individual acquires throughout their careers may enable them to be better employees and provide more effective services.

Lifelong learning has dual benefits for both employees and organizations, as self-motivation is renewed, goals are accomplished, personal skills are enhanced, and self-confidence is bolstered. When employees are so skilled that they are recognized for good performance due to skills acquired internally, lifelong learning benefits both employees and organizations. Equity should be the most important issue that the organization supports. Government and the private sector should ensure that citizens have access to the facilities and resources necessary for lifelong learning. Today's rapidly transforming society necessitates

those educational institutions be adaptable to these changes. Equity will be realized when all individuals have access to learning systems (Chen et al., 2016). According to the council of the European Union, lifelong learning in the public sector recognizes that it is risky to rely on qualifications and skills acquired prior to entering a career. Employees should adapt their skills to changing labor market conditions. Employers need their company-specific skills; therefore, they should invest in training their new hires in company-specific work readiness programmes. Employees can acquire new skills through lifelong learning. This will permit the transfer of employees to different portfolios within the organization. This procedure will ensure that valuable skills are retained and effectively utilized. The council has also established a target of 15 percent of adults participating in lifelong learning by 2020.

The European strategy identifies four policy imperatives in support of lifelong learning:

- Improving access to lifelong learning by implementing a target approach for the more vulnerable workers;
- Enhance stakeholder involvement and social dialogue;
- Establish effective incentives and cost sharing arrangements.

In 2003, the European Commission reported that sixty percent of those aged 25 to 64 did not participate in any form of education or training. The situation has improved, but the number of individuals who lack fundamental formal qualifications or skills remains low. It is believed that formal qualification motivates individuals to improve their skills and qualifications. The new position necessitates new individuals who combine their own knowledge with new technological skills to perform their roles effectively. This new workforce is alert and adaptable, making retention difficult because they are desirable to other employers. Due to the market's demand for employee speed or velocity, the public servants will not be able to survive in the labor market with their inherited knowledge. The leaders of the public sector concur (78%) that the need for speed has increased the need for reskilling in their organizations. This has increased the necessity for organizations to invest in the skill development of their employees. Technology and artificial intelligence are creating new opportunities for government, such as equipping workers to provide efficient and

effective services (Ciolacu et al., 2016). (2019).

In the future, the public sector will make greater use of technology to augment the new workforce, enhance the employee experience, and produce better outcomes for citizens. Technology will educate and empower the workforce to perform current responsibilities in a new way, picking up where digital experience left off. They transition from reactive to proactive and predictive services, allowing for the early identification of individuals with skill gaps. The public sector can become more agile, customer-centric, and digitally enabled in order to meet this standard. The research conducted by Accenture in 2019 indicates that 93% of public service executives agree that the rate of innovation has accelerated over the past three years as a result of technological advancements. The majority of business leaders (95%) believe that technology reveals people's hidden skills and that head-to-head skills will aid in reskilling displaced or disengaged workers. Sixty-five percent of public service executives concur that their workforces are more digitally mature than their organizations; consequently, the workforce is waiting for the organization to catch up. It is inevitable that the private sector and the public sector will utilize the experience of communities and citizens to promote lifelong learning by facilitating the flow of knowledge. Future South African public servants should be educated on the collective needs and shared values of society, as well as the means by which these can be satisfied.

In South Africa, lifelong learning is a concept adopted for adult education because the younger generation is required to attend school until the age of 18, at which point they leave formal education. Adults learn differently because they are required to assume responsibility for their education. The White Paper on Education (1995) asserts that there must be a shift in how learning is structured and assessed. Citizens with a formal education must adopt and develop new knowledge, skills, and technology in order to transition between occupations and personal performance, attain high standards, and work collaboratively. The new globalization and the type of learning and teaching required to comprehend, anticipate, and adapt to new and shifting social realities require complex competencies. Despite their socioeconomic challenges, which are exacerbated by drought, famine, poverty, illiteracy, dilapidation, and the effects of HIV/AIDS, which increase knowledge gaps, poorer communities are not excluded from this new order.



For this reason, the South African public service emphasizes the significance of basic education and lifelong learning in the formation of the new social order. The education and training system has adopted lifelong learning as a central organizing principle for the development of a knowledgeable society.

According to Torres (2005), this new system of the new knowledge and information societies necessitates lifelong education. The concept of lifelong learning is geared toward addressing labor market skill gaps and enhancing the skills of individuals. They will:

- Increase placement of new entrants in the labor market through apprenticeship, learnership and internship;
- Facilitate the recruitment of foreign workers in the scarce and critical skills while ensuring skills transfer to the nationals;
- Provide career guidance and counselling to grade 8-12 learners as a way of assisting them to follow careers that are aligned to their personality and their aptitude.
- Fast-track the implementation of human resource development strategies in all government departments;
- Raise the education levels of the population through support of the education and training system including Adult Education and Training (AET).

The public service, like any other sector, invests in employee development to improve employee performance, update employee skills, facilitate orientation of new employees, promotion and succession, enable employees to solve organizational problems, promote employability and sustainable livelihoods, and increase the employability of designated groups including women and people of color. All of these initiatives are designed to enable public servants to provide adequate and efficient public services. This will reduce service delivery protests if executed properly. The Batho Pele principles are the pillars of efficient service delivery.

The characteristics of lifelong learning are associated with adult learning because on-the-job training is optimal for developing skills and job-specific competencies. Active learning and experimental learning are the two approaches to lifelong education. Active learning approach, which is more than simply memorizing information and involves a genuine change in knowledge, skills, and attitudes. Active learning is characterized by characteristics such as learning by doing, experimenting, reflecting, practicing, sharing ideas, collaboration, synergy, and on-the-job learning. Class discussions, small group discussions, debates, posing questions, and written exercises are typical forms of active learning. Practice and application of new skills are central to active learning; and the experiential learning approach, which is derived either from the general life experience or from specific activities performed by the learner, and learning is derived from the feelings and thoughts aroused in the learner after experiencing such an event. Due to the fact that learning is subjective to the learner, the learning should be pertinent. Constant reinforcement of learning necessitates practice and reflection. It is more effective when individuals are conscious of their learning. Experimental learning enables students to reflect on and gain knowledge from a variety of real-world work experiences. It is pertinent and grounded in the learner's experience, and it is facilitated and builds on prior knowledge (SAMDI, 2007, [www.gov.za](http://www.gov.za)).

Organizations develop organizational or sector-specific competencies and document them in Sector Skills Plans (SSP). These skills encompass the entire industry. It includes both the current and future skills in the industry. Sector Education and Training Authorities are required to develop Sector Skills Plans. These are implemented via Workplace Skills Plans (WSPs). These WSPs outline the competencies required in the workplace to ensure that employees are competent to provide citizens with efficient and effective services. A competent organization can produce employees with the skills necessary to provide citizens with public services that generate value.

### **Service culture norms**

Service culture is a culture that supports customers through (1) policies, (2) procedures, and (3) reward systems; empowers employees to solve problems, and this culture must be shared by all, including the executive team (Cabrera, 2020). The South African workforce is hierarchical, with those at the top exercising authority and making decisions. It

is difficult for South Africans to attain positions in the upper echelons of an organization; therefore, they will remain in the organization for an extended period in order to reach the top. This is very difficult because there are few available positions.

- Policies – medium-term policy priorities are growth, economic participation and that the South African Government ensures that the social rights of citizens are realized. The funds are directed at improving the standard of living for citizens and investment in people skills (treasury.gov.za).
- Procedures – a process of designing a service. It starts with conceptualization, then identification of service packages, translating performance specifications into design specifications, and translating the design specifications into delivery specifications.
- Reward systems – it is the program set up by a company to recompense performance and motivate employees at individual and group level. These rewards are separate from a salary but may be in monetary value. Non-monetary rewards can be made.

South Africans have a very accepting and tolerant culture of other people and races, but there have been incidents of xenophobia that have been condemned by the government. South Africa has eleven official languages after the end of apartheid. English is the most commonly used second and third language. The culture of South Africa is not homogeneous, but rather a collection of distinct cultures originating from the various languages. Zulus from KwaZulu-Natal and Xhosa from the Eastern and Western Cape Provinces comprise the largest population in South Africa. In addition, there are Basotho from the Free State Province, Batswana from the Northwest Province, Bapedi, Venda, and Tsonga from the Limpopo Province, and Swazis and Ndebele from the Mpumalanga Province. The province of Gauteng consists of all these linguistically diverse groups. The white and coloured (mixed race) South Africans are divided into those who speak English and those who speak Afrikaans. There is also a minority of Native Americans. Ubuntu, which is the practice of working together and achieving as a group, is the dominant social culture.

In social spaces, language is a tool for communication and an element of interaction. In the economic space, language and power are associated. From an economic standpoint, language is more than a means of communication; it is also associated with production. Those who are fluent in the language of power will be eligible for employment, and the majority will be hired. In practice, greeting is the first requirement in the social space. Also prohibited is discrimination based on age, gender, race, or color. All citizens should be treated with dignity, as stated in Chapter 2 of the South African Constitution on human rights.

### **Support to Customers and Clients**

A company's efforts to support its clients and customers should begin with assembling a team with the necessary abilities. Customer support is assigned to a specialized group of customer service representatives. Empathy and patience are characteristics of a customer service representative that aid in dealing with customers of all types and personalities. They should be adaptable and capable of answering various customer questions. The communicator must ensure that the message they are conveying is encoded in a way that can be deciphered by the recipients, demonstrating a strong command of the language and communication skills. Communication is a two-way process in which customer and client feedback is valued. Communication should be truthful and moral. Ethical conduct is valuable and fosters confidence.

The agent's knowledge of the company's policies, products, and services will inspire customer confidence in the organization. Organizations should ensure customer expectations and satisfaction are met, and the majority of businesses support clients and customers through corporate social responsibility and community of practice. A customer-focused community involves bringing together various role players in an effort to improve the experience of clients and customers. Most businesses support their customers and clients through corporate social responsibility. The South African public sector supports its clients, among other ways, through the Batho Pele process. The assistance begins with consultations with clients regarding the services that citizens anticipate. They then establish standards and make them accessible to all customers. The department would annually report on its progress and solicit feedback. Regular feedback as a two-way process is necessary to keep customers satisfied (Deloitte.com). Organizations should create legal frameworks that enhance the rights and values of both internal and external clients and customers. The playing field should be

leveled so that it is inclusive and nondiscriminatory.

### **Empower employees to resolve problems**

Employees, particularly frontline employees, should be provided with norms, standard operating procedures, and organizational products and services in order to inform and resolve client/customer issues. Problem-solving is essential to all jobs and positions. Employees who are given the opportunity to solve problems will develop greater agility, vivacity, motivation, and competence than those who are passive because they lack the opportunity to solve problems. The process of problem resolution should begin with an acknowledgment of the problem, followed by permission to solve it. Organizations are expected to provide employees with the authority to solve problems. Employees seek solutions from their supervisors the majority of the time. The supervisor should solicit input from employees in the resolution of problems before offering suggestions for a solution. This procedure teaches employees to consider both sides of a problem before offering a solution.

It is always preferable for every team member to contribute to the solution. In other situations, you may suggest that employees speak with individuals who have had a similar experience. Employees must understand that not all parties will always agree on a given solution. In such a case, they must be able to strike a balance to agree to disagree or find a win-win solution (<https://blog.trello.com/individuals>). A supervisor should assume a coaching role in problem-solving situations. In coaching, more questions than answers are asked. Asking questions will prompt the parties to delve deeper into the issue and ultimately produce a solution. In a conflict situation, the parties should listen to both sides of the argument and allow the conflicting parties to develop a resolution. McKinsey [www.mckinsey.com](http://www.mckinsey.com) created a decision-making tool. Employees are guided by the decisions made at various organizational levels.

*Table 10: Decision Making Matrix: Adopted from McKensey & Company*

Broad Decisions	Broad Decision- Unfamiliar= Big-bet decisions with major consequences for the company. Mostly they have unclear right or wrong answers.	Broad Decision-Familiar= Cross-cutting decisions that are frequent and require broad collaboration across organisational boundaries.
Scope of impact		
Narrow	Narrow Decisions- Unfamiliar =Decisions are ad-hoc that arise episodically. The impact on the organisation will depend on how concentrated the citizens are.	Narrow Decisions - Familiar =Delegated decisions that can be assigned to persons accountable to working in teams.
	Unfamiliar, frequent.	Familiar, frequent.

The most popular quadrant is the one with a limited scope and frequent delegable decisions. In the public sector, it is common practice to delegate authority to lower levels, particularly in financial and human resources.

### **Shared norms**

Creating a culture of service delivery within the public sector will be based on the following principles: (1) developing people to deliver; (2) hiring the right people; (3) retaining the best people; and (4) providing the necessary support system for people. Organizations use shared norms to prepare their employees to serve customers or clients competently. The service delivery process is governed by the Batho Pele principles as standard operating procedures.

#### 2.5.4 Efficient and sustainable government service delivery in South Africa

Good governance pertains to processes and institutions that are able to produce results that meet the needs of society while maximizing the use of available resources. I believe that government service delivery should be centered on the needs and values of the individual citizen.

It is these norms that evolve into community and societal norms. Individuals are characterized by a variety of personality traits, values, and needs, which, if not met, can lead to dissatisfaction and subsequent protests, making individual service the best starting point. This refers to individual citizens, refugees, and permanent residents, young and old, wealthy and impoverished, male and female, who expect public servants to listen to and address their concerns. As mandated by the Constitution of the Republic of South Africa (1996), it is highly anticipated that public servants will treat these diverse individuals with compassion, dignity, and respect. Individualism is a philosophy that asserts all human beings are created in the image and likeness of God and are born with the capacity to think independently and draw rational conclusions (Gildenhuys, 2004).

Batho Pele, the regulations governing the transformation of service delivery, is intended to address both individual and collective rights within society. It is stated that a society's shared rights and values serve as the foundation for ethical judgments that aid in the interpretation of communal life (Porter and Kramer, 2018). The procedure is simple but sophisticated because it takes into account the diversity of rights and values. The Batho Pele<sup>13</sup> principles are a set of standards intended to facilitate a method for addressing the needs and values of citizens. To provide efficient and effective public services, every official should ideally adhere to these principles to the letter. Currently, not all frontline employees have the ability to translate these principles into service delivery models.

---

<sup>13</sup> (1) Consultation; (2) service standards; (3) access; (4) courtesy; (5) information; (6) openness and transparency; (7) redress; and (8) value for money (dpsa.gov.za).

As a foundation for customer retention, individual satisfaction is related to client or customer satisfaction. The Republic of South Africa's public service administration has made efforts to increase customer satisfaction by providing resources and legislative frameworks for service delivery. Despite these efforts, the number of protests has remained high. According to a study conducted by Renaweera et al. (2003) on the significance of customer satisfaction and trust as determinants of customer retention, both satisfaction and trust have an effect on retention; however, the linear effect on retention and satisfaction is stronger than that on trust. It concludes that a satisfied client may be loyal, but not always trustworthy. However, if public services can establish trust with their clients or customers, they will ensure customer satisfaction, loyalty, and retention. Citizen<sup>14</sup> satisfaction is essential because it reflects the nature of the government and politics in a nation.

Political theory focuses on normative theory and investigates what ought to be. It is concerned with what the world ought to be based on explanations of values and what ought to be done (study.com).

### **2.5.5 Retaining the best people**

Retention of highly competent and experienced employees is a voluntary move by an organization to create an environment to engage employees on a long-term basis by keeping them in the organization (Chibowa et al., 2010) and keep them from leaving the organization (Chaminde, 2006). According to Johnson et al. (2009), retention is measured by the total value of recruitment and development aligned with optimal services provided on the job as a return on investment. As highly competent employees are scarce and difficult to recruit, it is essential that they are retained. Recruitment and development are costly and unique to each job seeker; therefore, organizations should not lose such talent. Employee retention should be based on scientific data collected directly from employees. In employee satisfaction surveys and exit interviews, respondents should be asked why they resign and what would encourage them to remain. This type of information can also be obtained from social media sites and other online sources if they exist. These will allow the organization to identify and address

---

<sup>14</sup> Citizenship is the legal right to belong to a particular country, having the right to vote, work and pay taxes (vocabulary.com).



the most significant issues causing employees to resign.

It is reported that thirty percent of job seekers quit within the first ninety days of starting a new job. Employees with a new onboarding experience are twice as likely to seek new opportunities; consequently, employers should be well-versed in the reasons why a job seeker left their previous position (Saplinghr.com). Among the reasons for employee turnover are:

**Competitive salary benefits**-It is estimated that 45% of employees who quit do so due to salary, followed by opportunities for career advancement, better benefits, and location. Financial security motivates 24% of generation X workers to remain in their current position. 56% of employees indicate that healthcare insurance concerns keep them employed. This statistic indicates that compensation and benefits are likely to attract and retain competent workers. This is a costly endeavor; therefore, it is unlikely that organizations will be able to retain employees by increasing salaries and benefits. Recruiting managers should find alternative means of informing and committing new hires to remain with the organization for a longer period. The recruitment managers assert that informing new hires during the hiring process will increase their likelihood of staying longer. In an advertisement, the government would describe the salary and benefits, so that individuals would apply knowing what the salary is. However, there are still applicants who will negotiate for a higher salary during interviews or when offered a position. Some people do get away with it, but such practices are unlikely to be tolerated in the public sector. Because applicants are aware of salaries and benefits, recruiters in the public sector should have additional value drivers to encourage applicants to remain longer.

The most prevalent is job security – keeping the job in their foreseeable future with minimal influence from external factors; career development and advancement informs employees that they are a good fit for a particular career and provides guidance on how to attain it. This enables employees to plan their time in a manner that accommodates family and part-time study.

**Job satisfaction** – It is an individual's emotional orientation towards the work rules they are currently occupying (Hangaswammy 2018). It examines how workers feel about

their jobs. For frontline employees to provide excellent customer service, they must have in-depth knowledge of the organization's culture, products, and systems. Consequently, can be beneficial for frontline employee retention.

### **2.5.6 Providing needed support system to people**

The majority of public service support systems are based on open government systems that encourage citizen participation in decision making and are supported by the constitution.

According to Richardson (2008), good governance is the practice of:

- Free participation and constructive engagement,
- Transparency and accurate information,
- Rule of law that is fair and impartial,
- Responsiveness to the needs of all,
- Equilibrium consensus,
- Efficient and effective use of resources,
- Accountable government officials; public servants and civil society organizations.

Good governance in South Africa is based on the philosophy of Ubuntu, which is motivated by empathy and morality. It demonstrates selflessness and high regard for others in all actions (Louw, 2012), recognizing that all humans are created in the image and likeness of God (Miller, 2004).

### **2.5.7 Cooperative communities**

Due to limited resources, government departments cannot provide public services on their own. The government is strongly encouraged to collaborate with the private sector and community organizations on service delivery. Public Private Partnership (PPP) is a contract in which the public sector delegates some of its responsibilities to a private partner under a long-term agreement that specifies the rights and responsibilities of each party during the term of the agreement (Marques, 2017). According to the Organization for Economic Cooperation and Development (OECD), a PPP is a partnership between the government and

one or more private partners. Under Public Private Partnership, the private sector would deliver the services, so that service delivery is aligned with the profit objectives of the private sector. It also has the potential for private sector investment. It is a model for soliciting investments from major corporations.

In South Africa, the Public Private Partnership concept of cooperation between the public and private sectors was introduced in 1998. It was used effectively to develop infrastructure for multiple sectors, including:

- Design, finance and operation and transfer projects (DEFBOT),
- Design finance and operate projects (DFO),
- Design, built, operate and transfer projects (DBOT),
- Facilities management projects.

Currently, twelve projects are underway in South Africa. These projects include hospitals, transportation and roads, tourism, and office space for corporate headquarters. In a Public Private Partnership, the public sector is responsible for contingency costs while the private sector handles all project costs. This contingency is paid at the conclusion of the project based on the reasons the contract was terminated.

According to the National Development Plan, infrastructure investment as a percentage of Gross Domestic Product (GDP) should increase from 21 percent in 2015 to 30 percent in 2030. For this to materialize, the private and public sectors must collaborate. The Public Private Partnership has been identified as a mechanism for enhancing cooperation between the private sector and public sector. The partnership financing can contribute to improved decision making, discipline, accountability, and rigor in infrastructure planning and evaluation. South Africa has adopted the triple partnership as a contract between public sector institutions and the private sector, in which the private sector performs a function typically performed by the public sector or uses state property. This partnership is advantageous to the government because the project management and associated risks are transferred to a third party. The private sector pays for the set of services, which includes new infrastructure,

maintenance, and facilities, with monthly and annual payments over a specified time period. The infrastructure is transferred to the public sector upon expiration of the agreement (Treasury.gov.za).

Depending on their respective procurement regulations, different nations will utilize different procurement methods. Public Private Partnership focuses on a different type of procurement for infrastructure projects that are capital intensive. Public Private Partnership is a partnership, not the privatization of government services (Treasury.gov.za). Johannesburg's Baragwanath Hospital in Soweto, South Africa, for instance, has utilized the Public Private Partnership to update its infrastructure. This project enhances community cooperation and service delivery by creating jobs and galvanizing the community to work together (Mg.co.za).

According to Fourie (2006) and the Deloitte 2009 Report (www2deloitte.com), a country's macroeconomic growth forces it to invest more in infrastructure, such as constructing more roads and railways, expanding its electricity network and its power generation capacity, adding telephone lines, and expanding household access to water and sanitation.

Public Private Partnership provides public sector with the following benefits:

- Lower cost and lower capital cost,
- Augments shortage of public sector management and shortage of skills,
- Introduction of competition amongst the private sector companies, which foster reduction of cost and to ensure delivery of quality service.

The private sector benefits from the PPP are:

- Opening of markets, which were monopolized by the public sector, and
- Long-term guarantees that cooperation with the public sector gives the private sector a chance to launch projects that under normal circumstances are deemed to be too risky.

Communities exist as informal or formal groups of people who share expertise, passion, or religious beliefs. Cooperation within organizations is known as community of practice, and it is the most effective method for obtaining cooperation from citizens. The regulations governing the sector to which a community of practice belongs structure it in light of its diverse types of business goals and objectives. A financial community of practice, for instance, would be governed by the Financial Management Act and financial management practices. On this basis, it would be simple to comprehend the purpose of this cooperative, making it simple to find common ground for cooperation.

Most organizations have taken advantage of this formation by bringing together the appropriate individuals to provide infrastructure for initiating and funding communities of practice. Due to the organizations' influence within the community of practice, this will facilitate cooperation. The community of practice is extraordinarily diverse. Their mission is to enhance the capacity of their members to create and share knowledge. Their membership is voluntary, and they share the group's passion, dedication, and expertise. Efforts should be made to ensure the sustainability of the community of practice. The organization and management cannot support every community of practice, but they can identify potential communities of practice that would improve the strategic capabilities of the business. These businesses may provide the infrastructure necessary for these cooperatives to be self-sufficient and apply their expertise for the greater good of the community and society. Both the AMS and the World Bank have sponsored communities and support, supported community development, coordinated annual community conferences and career exhibitions, provided support for library services, and supplied technical equipment (Wenger & Snyder, 2000).

In South Africa, cooperatives are communities of practice, and the Cooperatives Act No. 6 of 2013 as amended established 43 000 cooperatives. They are businesses conducted by a group of individuals who collaborate to achieve their objectives. The cooperative must be registered and governed by a cooperative advisory board, as required by the act. The Corporations Act governs the formation and administration of cooperatives. It is described as a business owned by its members, who are given the opportunity to purchase shares in the cooperative's management. Each participant has one vote. There are various types of

cooperatives in various industries.

The following cooperatives are the most prevalent in South Africa:

- Producer cooperatives – they are engaged in the production of separate enterprises such as firms, artist studios, fisheries;
- Worker cooperatives – owned by one or all the members, with the focus on workers bargaining issues and conditions of service that promote labor peace;
- Consumer cooperatives – it is owned by people who buy from the cooperatives such as small shops to large enterprises in a city;
- Credit unions – owned by all the people who deposit money into the cooperation;
- Retail or purchase cooperatives – these consist of businesses that purchase goods together to improve efficiency and profitability;
- Social cooperatives – deals with socioeconomic issues such as community health care, social services, gender-based issues and femicide (the killing of women and girls).

The prominent industries that use a cooperative model for seeking cooperation are: agriculture (58%), groceries and food distribution (17%), emergency and communication (9%), finance (6%), hardware and timber (4%), health care (4%), and others (2%).

Social Responsibility is an ethical theory in which individuals are responsible for performing their civic responsibilities for the benefit of society as a whole. It is concerning how managers handle social and public policy issues. There are three Social Corporate Responsibility (CSR) approaches:

- Ethical responsibility theory – strong corporate self-restraint and altruism;
- Expansive public theory – strengthen stakeholder's rights;
- Economic responsibility theory – market wealth creation subject to customary business ethics (Windsor, 2006).

The ethics of social responsibility asserts the imperfection of indifferent business behavior and the social benefits of morally sensitive stakeholder management practices and

expansive public policy. Ethics employs a fundamental framework of shared ideologies of independent moral reflection on accepting inclusive public policy and practicing self-control and altruism.

Altruism refers to a voluntary contribution to society and an interest in a cause founded on a positive outlook, which may involve the common good. Ethical responsibility lies between obligatory compliance (economic and legal) and desirable philanthropy (prudent or voluntary) in society, as well as expert ethical behavior of stakeholders beyond obligatory legal compliance. As an instrumental perspective, philanthropy may be best positioned as a subset of financial outcomes and economic responsibility; however, from an economic perspective, all forms of corporate responsibility are viewed as investors' charitable contributions (Wilson, 2022).

Economic corporate social responsibility has an independent moral standing from investors' property rights. Consumption as the sole purpose of all production is a utilitarian standard for gauging the general welfare. Priority is given to the producer's interests when considering the consumer's. Society's economic prosperity should be attained through efficient, competitive markets. According to the economic perspective, no costly responsibility actions should be undertaken voluntarily. This obligation should be proportional to the wealth created for shareholders. According to the new economic perspective, corporate resource allocation should be based solely on profitable and break-even projects (Nguyens, 2022).

According to the Company Act, company social responsibility is one of the institutional agreements to develop or rather share profits with the communities in which the company operates through education and the construction of facilities that benefit the community. Communities should also value and care for all public and private investments made in their communities.

### 2.5.8 Industry/Field description

The research issue relates to the service industry and focuses on the value-added nature of government service delivery for clients, using evidence from the Education, Health, Human Settlements, and Social Development departments. Individuals are employed to execute services in the education, healthcare, and hospitality sectors, among others.

Several subindustries of the service sector are equipment-based (they utilize machines and technology to do tasks) and people-based. The South Africa (businesstech.com) service industry sector contributes to GDP through the primary sector (11.4% - agriculture 13.2%; mining 10.8%); secondary sector (7.4% - manufacturing 8.8%, manufacturing 6.9%, construction 2.4%); tertiary sector (0.7%), trade (3.8%), transport (4.4%), finance (1.1%) and government (1.2%), and personal services (1.1%). (Stats South Africa 2015). Compared to India, where the agriculture sector produces 73.9% of the economy, the industrial sector contributes 11.3%, and the services sector contributes 27.9%. According to data published on the service sector of the world's greatest economies, South Africa ranks outside the top ten countries, with the United States at the top (15.5%), followed by China (6.2%), Japan (3.4%), India (1.5%), and Canada (1.2%). Internationally and nationally, South Africa's service sector is the high growth sector and has a potential to improve performance.

Employment by industry is as follows: services (22,2%), trade (21%), finance (15.3%), manufacturing (11%), construction (8.4%), households (7.7%), and agriculture (5,3%). (businesstech.com, November 16, 2019). The largest sector in India is the service sector (53.7%), followed by industrial (31%) and agricultural (16%). In the United States, education and health account for 35% of the workforce, followed by wholesale and retail commerce (20.3%), manufacturing (15.6%), leisure and hospitality (14.6%), financial (10.7%) and public administration (7%), agriculture (2.4%), and mining (0.8%). (statista.com).



The market share for business administration is incorporated inside the financial industry, which has a 1.1% market share and employs 21.0% of the South African economy's trade workforce and 15.3% of its overall workforce. Market share indicates the profitability of an industry. The more profitable the industry the more employment opportunities the industry can create. A market share is the proportion of a company's sales to the industry's total sales for the same period. Companies and organizations should utilize techniques that expand their market share or profitability, such as:

- Improving innovation
- Improving customer loyalty
- Employing a talented dedicated workforce
- Acquiring other companies
- Deploying effective advertising
- Pricing products and services efficiently

To avoid losing market share, the corporation must constantly monitor its performance and exceed it. (Investopedia.com, accessed 06/12/2022)

Different nations have distinct economic contributors within the services sector. This differentiation would boost market share rivalry. The greater the competition, the greater the market rivalry. In the absence of rivalry, countries would complement one another by boosting the number of new entrants in industries that have failed to capitalize on prospects in other international marketplaces. However, nations compete based on power. As a source of power, a collection of these forces influences service efficiency and effectiveness inside nations.

### **2.5.9 Conclusion**

Normative inquiry is the identification of morally preferred norms or standards that should guide individuals or groups based on moral judgment. It investigates the application of practice-related issues. The foundation of normative inquiry can be normative ethics, moral theory, or social politics. In contrast to the empirical approach, which is grounded in legalities and the study of literature, the deductive approach emphasizes equality and values. The characteristics of normative inquiry are its theoretical investigation and the practical

application of these theories to problem-solving. The foundation of normative inquiry is normative ethics grounded in prescriptive inquiry. Prescriptive inquiry addresses the question of which standards for evaluating behavior should be accepted. The ethical conduct or behavior of public servants entails demonstrating good character, compassion, and regard for others. A public servant with a culture of service delivery, who is also competent and accountable, has a significant capacity to generate value for citizens. Highly qualified and dedicated employees are an asset to organizations because they ensure success; consequently, it is essential for organizations to hire qualified and competent workers. Officials should prioritize the satisfaction of the needs and rights of individuals, as the aggregate of these rights would constitute societal norms and standards. Organizations that satisfy the norms of the individual would have little difficulty satisfying societal norms and ethics.

Because norms are acceptable for evaluating conduct, the actions and conduct of public servants will be evaluated using normative prescriptive inquiry. The normative inquiry is a value-based approach that builds communities on the premise that all individuals have a need to belong, a sense of purpose, and a desire for success. It is expected of public servants to be moral, compassionate, respectful, and helpful. Professional public servants should be well-groomed, dependable, knowledgeable, ethical, effective communicators, and adhere to work-related regulations. An ideal public servant will provide citizens with value. Creating value is advantageous for both individuals and groups. Economic policy relates to the importance of value within organizations and societies (Goodpaster, 2006). The value of things to economists and engineers is defined as equilibrium (the price formed when the marginal cost and marginal equity are equal) (Hayes 2019). The price that buyers are willing to pay for a product or service, according to Michael Porter (2018). According to Boksberger (2011), value is any good, the act that satisfies a need, and any issue that contributes to the recipients' quality of life, knowledge, prestige, safety, physical and financial security, shelter, transportation, and income.

According to stakeholder theory, stakeholders receive value. Stakeholders are a group of individuals who influence or are influenced by the objectives of an organization. There are three aspects to stakeholder theory, including descriptive (organization is a contestation of cooperation), instrumental (the relationship between stakeholder practice and management),

and normative (stakeholders have interest in cooperative activities). Every organization should prioritize the creation of societal benefits for shareholders, employees, and customers. Multiple stakeholders could be impacted by managerial decisions. The delivery of services should generate value for South African customers and citizens. The South African constitution outlines values that are central to service delivery, such as honesty, effectiveness, accountability, and service (Porter and Kramer 2018).

The philosophy of public administration is upheld by public servants, and public administrators must uphold high moral and professional ethics standards. The moral principles of public administration should be taught to future public servants. According to Aristotle (2002), the normative principles should be taught to public administrators in order to produce a culture. The culture of service delivery can be strengthened through policies and regulations. Effective service delivery is contingent on effective governance. The Batho Pele principles support effective service delivery. Therefore, it is essential that all officials comprehend service delivery legislation and interpret it for service delivery purposes. Superior performance may be the result of the competence of public servants or the characteristics, motivations, traits, and abilities of employees. Directly interacting with clients and customers, frontline employees must possess customer service skills such as communication, patience, empathy, and proactivity.

The public servants should answer to the general public, their organization, and the government as their employer. Accountability provides democratic means of monitoring and regulating government behavior. The Auditor General of South Africa (AGSA) is tasked with monitoring accountability via performance and financial audits and issuing a clean audit certificate for good compliance and a qualification or disclaimer for noncompliance. Few South African departments and municipalities currently enjoy clean audits. The existing financial malfeasance is evidence of incompetence in the public sector. Organizations should employ qualified individuals with pertinent skills, particularly those that provide government services. Successful organizations, such as Southwest Airlines, hire for attitude and train for skill.

Citizens are valued for their dependability, loyalty, commitment, openness, honesty, and efficiency. Integrity, accountability, diligence, perseverance, and discipline are assets for employees. The norms for service delivery are connected to normative principles, or how things should be done. The implementation of the legislative framework and mandates in relation to client value will initiate the development of norms for how things ought to be conducted. The purpose of skill development is to enable public servants to fulfill their mandates and create value for citizens. Cultural norms are the standards by which we live, as we share expectations and rules that govern the behavior of individuals within a group and are socially enforced. These standards encourage support for customers and clients and give employees the authority to resolve issues.

Good governance is a system of institutions that produces results and satisfies client needs. Individual employees are responsible for enforcing this; therefore, the government should invest in employee development and training so that they can deliver services and legislative framework. Public servants should be committed to providing clients with services that meet their needs. Client satisfaction will result in customer retention. The focus of public servants should be on fostering confidence among citizens because confidence breeds contentment.

The capacity to inspire confidence is contingent on the competence of public servants. Maintaining a high level of competence in the public sector is crucial. Return on competence is optional but must move within the public sector. Retention is viewed by the organization as a return on investment. Highly competent employees are scarce, expensive, and difficult to recruit and train; as a result, organizations must prevent their departure. The retention of employees should be based on scientific data gathered through surveys, existing interviews, and research.

According to research, employees leave their jobs for competitive salaries and benefits (45%), superior benefits and location (24%) and health care and insurance benefits (56%). Compared to the public sector, the implementation of the reward benefit is simpler in the private sector. The public sector cannot use salaries as a retention tool; instead, it should

explore other retention strategies, such as job security, set working hours, and job satisfaction. It takes years to develop the skills of frontline employees; therefore, organizations should work to retain and support them. The government's use of an open system is crucial for providing people with a necessary support system. The open system encourages collaboration and synergy between all subsystems. These various system components are interconnected. In South Africa, good governance is founded on the principle of "Ubuntu," which is motivated by empathy. Ubuntu is a method for enhancing service delivery and community cooperation through synergy.

The government has limited resources; therefore, partnerships based on cooperation with communities would expand government services. The Public Private Partnership (PPP) is an arrangement between the government and one or more partners from the private sector. This would improve service delivery in line with private sector profit objectives. There are twelve PPP projects currently active, primarily for infrastructure development. The National Development Plan supports a 30 percent increase in the gross domestic product by 2030. In a PPP, the private sector performs the functions that are typically carried out by the public sector because the public sector lacks the necessary skills and resources to carry out such tasks. The benefits of public-private partnerships include lower costs and capital, an increase in management capability and skills, and the introduction of competition among private sector businesses. There are also benefits for the private sector, such as the opening of government-monopolized markets and the provision of long-term guarantees for launching projects that would normally be too risky for the public sector.

A community of practice is a group of individuals who work together formally or informally due to their shared expertise, passion, or religious beliefs. Communities of practice are governed differently based on their business-aligned purpose. The purpose of a community of practice is to develop the skills of its members, as well as to build and share knowledge. Companies can create communities of practice, fund them, and ensure their sustainability in the company's best interest. There are 43 000 cooperatives currently operating in South Africa.

The cooperatives are another type of community cooperation. These are governed by the amended Cooperatives Act No. 6 of 2013. Each member of the community owns one share of the cooperative, and each member has one vote. Agriculture (58%), groceries and food (17%), emergency and lodging (9%), finance (6%), hardware and timber (4%), health care (4%), and others (2%) are the most prominent cooperatives in South Africa. Through Corporate Social responsibility, firms also collaborate with communities (CSR). Existing approaches to corporate social responsibility include the ethical responsibility theory, the expansive public theory, and the economic responsibility theory.

The ethics of corporate social responsibility address the ethics of uncaring business. Self-restraint and self-sacrifice are reflected upon independently and morally through the lens of ethics. Ethical obligations exist between obligatory compliance and desirable philanthropy. Corporate social responsibility creates a profit-sharing relationship with the communities in which they operate.

### **2.5.10 Summary**

The research topic is "Service delivery in post-Apartheid South Africa: a case study of four provinces." A topic within the service industry that focuses on the delivery of government services for value creation in education, health, human settlements, and social development. The delivery was to some extent clouded by a number of protests directed at inferior service delivery. The pre-liberation was era where South African faced a high level of protests due to the bad living conditions of African. The most prominent organizations that demonstrated were the United Democratic Movement, Inkatha Freedom party, the Pan Africanist congress of Azania. The protests were for basic services and seen as being violent and violent protests posed a security challenge in the country.

In 1994 South Africa voted for the first time. This period was characterized by hope and happiness because the citizens would elect their own democratic government. This the era of President Mandela, which was peaceful with no demonstrations in South Africa. After liberation the SA government failed to achieve the reconstruction and Development Plan interventions, citizens became impatient and launched more protests in the post-apartheid era.

According to Powel et al (1915), there were more protests between 2009-2014. The rate of protests reduced when president Ramaphosa the reign in South Africa. This was short leaved as the protests increased drastically. There was even more protests during the lock down.

This study revealed that service delivery protests are a challenge in the country. Its main effects were on the quality of life of citizens. The ANC cabinet lekgotla of 27 January 2022 under the leadership of president Ramaphosa to address the main challenges facing the citizens, poverty, unemployment, and inequality. The lekgotla promulgated the recovery plan , vision 2030 to improve economic growth of South Africa. According to Shaidi (2011) service delivery protests are escalated by the fact there is no integration between the national government departments and provincial government. This is in contrary to the constitution of the republic which promotes cooperative governance between the sphere of government.

The problem statement is that South Africa after 28 years of democracy is still faced with service delivery protests. the study chose the social cluster as focus because of its service delivery mandate. The social cluster departments are education, health, economic development, and human settlement. These department have are health, education, social development, and human settlement. These departments attracted a high level of protests.

It is eminent that poor service delivery violates the rights of citizens. Employees are central to service delivery and each department and employee are expected to carry their weight and deliver efficient services. The purpose of the study is to determine the root causes of service delivery protests and how to suppress them. Using multiple search engines, the researcher attempts to find information on the causes and effects of service delivery protests and to offer the government recommendations on how to minimize these protests.

The primary research objectives is to investigate the origin of service delivery protests in four post-apartheid provinces and four departments within the provinces. The specific objectives are tables at point 1.3 above. The research would also test the hypothesis associated with the competence, service delivery culture of employees and the existence of

feedback problem resolution loop within government departments.

Koma and Modu 2016 asserts that the literature review should ascertain the claim the research is making that there are basic standards to ensures access to the public service. It is imperative that citizens cannot ignore the prevalence of service delivery protests in the mist of good legislation. The constitution of the republic has created an environment for government to assume a role of philanthropists by donating money, time and resources for a charitable course. The SA government provided a relief fund directed at alleviating poverty and human suffering. The main reason was to achieve social reform a role taken by philanthropy in most countries. The starting point was on education and human settlement.

The literature review in this study employs theoretical and conceptual frameworks to explain service delivery phenomena. Theoretical and conceptual frameworks are derived from a tested and accepted existing theory. My field of study employs systems theory, quality management theory, and performance management theory as theoretical frameworks. According to Mhango (2015), a system theory adheres to a reductionist methodology that promotes interdependence. This systems theory is applicable to the operation of the government. The government is comprised of various departments that cannot operate independently because their services are interdependent.

Systems theory is the preferred theory for government contexts because it represents order. Chaos theory competes with systems theory because it relates to a system's inability to adapt to change. A systems theory is adaptable to change and has the capacity to self-correct to prevent chaos (Elsbach, 2014). As a supporting theory, quality management theory is created to promote order in organizations and prevent chaos. Its processes are founded on the same input–transformation–output principles as systems theory. This method is adaptable to government systems that promote efficiency and efficacy (Mauch, 2010). Another important component is the performance management system, which supports the performance of public servants. The performance of public servants is essential to ensuring that citizens receive efficient and effective services. Armstrong (2001) asserts that managers and supervisors should adhere to performance management processes to ensure that services meet



client expectations, as this promotes organizational success.

The literature review is based on three areas: descriptive research, analytical research, and normative research. A descriptive literature review is an extraordinary procedure that derives meaning from observations. Large samples allow descriptive research to be conducted in a natural setting, using qualitative and quantitative data collection techniques. The research findings are generalizable due to their representativeness (Baha, 2016). The disadvantage of observational research conducted in a natural setting is that respondents may become dishonest and attempt to fake their responses, rendering the data invalid. The descriptive investigation is separated into five subthemes. Services delivery is difficult to quantify due to their intangibility. Standard settings would aid in measuring the quality of the service. In the absence of established standards, however, clients would create their own and evaluate based on their perceptions. Measures would also ensure that there is a shared understanding of the desired standards.

In South Africa, the White Paper on Transformation of Service Delivery guides service delivery (Batho Pele). Its procedure includes consultation, standard-setting, courtesy, access, information, openness and transparency, redress, and cost-effectiveness. The eight principles are intended to foster a culture of service delivery within government agencies. The culture of service delivery is a system of shared values and beliefs. These are aligned with performance management systems, and quality assurance ensures that employees are competent and equipped to provide excellent services and resolve client issues amicably. The service delivery principles foster a shared organizational culture that promotes service delivery equality.

The 1996 Constitution of the Republic of South Africa stipulates that government departments must foster an environment conducive to service delivery. The competence of public servants plays a crucial role in service delivery. A competent public servant is capable of analyzing and translating legislation into action plans. The most important competency is that of frontline employees, as they are the ones who interact daily with customers. A competent public servant can identify existing and foreseen dangers and take corrective

action to eliminate them. Incompetence is the inability to perform a task effectively. A worker who lacks proficiency cannot compete with others. This employee would also cause client dissatisfaction, which could lead to service delivery demonstrations. According to a report by Statistics South Africa (2018), Gauteng and Eastern Cape Province recorded the most protests between 2012 and 2018.

Analytical inquiry is the process of deconstructing ideas and concepts in order to determine the relationships between their meanings and applications. This procedure would elucidate the reasons why South Africa is still perceived as a service protest nation despite the existence of good international, regional, and local laws and policies. In its methodology, analytic inquiry would demonstrate how service delivery can become beneficial to citizens Chidiac et al (2015). Examining the international, regional, and local spheres, this study investigates the diverse perspectives of scholars on service delivery. Globally, service delivery is regarded as a fundamental human right. There are distinct schools of thought, including the natural school (which holds that human rights are inherent), the deliberate school (which holds that human rights must be fought for), and the discourse school (human rights are talked about).

Dembour (2010) supports the natural school of thought by asserting that human rights originated from God. This idea was also supported by Locke (1993), who stated that human beings are born with the strength and intelligence to govern themselves in accordance with God's laws. However, the criticisms assert that natural laws are not factual and that they confuse facts and values. The United Declaration of Human Rights (1994) (<https://www.ohchr.org>) is attributed to the rational consensus debate discourse, which states that human rights are political values that a society chooses to adopt. According to Dembour (2010), Grotius (2005), and Kelly (1995), humans abandoned nature and opted for the public sphere as a legal coercion that can rule society.

Society adheres to the human rights commission's narrative that human rights should be fought for, as evidenced by their unceasing efforts to defend the oppressed (Dembour, 2010). As a concept, service delivery is derived from second-generation rights, which have a

socioeconomic context. These are the rights pertaining to the state's obligation to provide and improve individuals' socioeconomic conditions. The eight Millennium Development Goals support service provision. Internationally, nations are expected to adhere to the United Nations' Millennium Development Goals (UN). This has proven to be an effective strategy, and many UN member states have improved as a result. According to criticisms of the Millennium Goals, their objectives were selected without facts and justifications, and there are no measures in place to ensure their success. Numerous nations that have experienced human rights violations have improved their service delivery. As a result of the implementation of the Millennium Development Goals, service delivery has improved.

The young SA democracy attracted the attention of High Network individuals. These are individuals who have taken a decision to be philanthropists and support social good through funding and supporting the implementation of UN millennium goals as a starting point. Philanthropy is a form of an organization outside a family to contribute for public good. It is about giving and there are two levels of giving, community, and personal giving. The high Network Income individuals operate through foundations which they fund. The wealthier the foundation is the more they will contribute towards eradicating social problems. Philanthropy operates at different levels, meso-level that is informal organizations, micro-level individual to communities, and macro level operates at a global level. In South Africa there are different philanthropists who support different initiatives chosen through their own discretion. Majority are attracted to health, education and social services mostly assisting during disasters. There are few individuals who are supporting housing.

As a means of bringing services closer to the people, regional and local spaces centralize service delivery. The charter of the United Nations encourages regional cooperation in support of international peace. South Africa adopted a local Agenda for sustainable development as a means of localizing the Millennium Development Goals. The five pillars of the 2030 Agenda for Sustainable Development are people, planet, prosperity, peace, and partnerships. South Africa has demonstrated that 75% of the Millennium Goals, including social, economic, environmental, and government goals for peace, justice, and security, have been achieved.

The focus of the research paper is the social cluster in South Africa. The Department of Social Development reported progress in eradicating poverty, combating hunger, and advancing food security. The Department of Health reduced maternal mortality from 276 in 2007 to 121 in 2016 and improved postnatal care by 70 percent. The Department of Education reported a significant increase in the proficiency of children in the second and third grades, as well as in literacy for the sixth grade. However, the department continues to struggle to enhance numeracy. Additionally, enrollment in early childhood development increased. In 2017, South Africa reported that 89.9% of households have access to safe drinking water and that no areas violate human rights. Nonetheless, the report indicates that there are still rural areas where distance and spatial planning violate human rights.

Inequality, corruption, and unemployment are the largest contributors to service delivery protests in South Africa. According to a report in Business Day, providing citizens with feedback is one way to reduce protests. According to reports, protests are a way of life for South Africans and cannot be stopped; consequently, they must be managed. The province of Gauteng has reported a decrease in protests since the introduction of Ntirisano, which means working together as a method of providing feedback to citizens.

The normative inquiry evaluates the applicable norms and standards for achieving efficient service delivery. The study aims to comprehend the behavior of public servants that serves as a model for ethical conduct. Public servants are expected to demonstrate ethical behavior, compassion, and helpfulness. A professional public servant should have a neat and tidy appearance, be dependable, knowledgeable, communicate effectively, and adhere to regulations. An ideal public servant would create value for citizens, demonstrate a culture of service delivery, and be both competent and accountable to government and communities. According to Gildenhuis (2004), a public servant should adhere to public administration philosophy, a set of standards that serve as a foundation for reasoning and action. The moral principles of public administration should be taught to aspiring public administrators.

Competence in the public sector is associated with employee motivation, characteristics, and knowledge. Because they interact daily with clients and customers, frontline public administrators should be proficient in all customer service skills, including communication, patience, empathy, and proactive accountability. Accountability is the process of accepting responsibility for one's actions. The accountability of public servants should extend to both internal and external clients and citizens. The Auditor General of South Africa (AGSA) is responsible for both financial and performance monitoring. Annual audits are conducted in order to promote good governance and deter malice. The public sector should hire qualified individuals who can provide efficient and effective services.

All public servants are expected to provide citizens with value. Value is subjective and is defined differently by various individuals. Individuals share the values of dependability, loyalty, commitment, honesty, and efficacy. Integrity, accountability, diligence, perseverance, and discipline are valued by employees (Dilenschneider, 2013). According to Gildenhuis (2004), there are other people who are motivated by negative values such as self-interest, greed, insecurity, and a focus on survival, which in the majority of cases lead to conflict, corruption, and ultimately unrest. The Constitution of the Republic of South Africa and the Department of Public Service and Administration define values in the South African context. These values are service, professionalism, skilled and competent government employees, and accountability. These values are comparable to those of other nations/states, such as South Australia.

Instead of descriptive concepts, public servants should be taught normative ones. They should be taught not prescripts, but the value system that policies and prescripts seek to achieve in terms of service provision and cultural norms (Gildenhuis, 2004). Cultural norms are standards that people adhere to on a daily basis and that are shared by society as a whole. By their very nature, organizational cultures are learned and can be enforced; therefore, organizations should be able to enforce their service delivery, accountability, and good governance cultures. Good governance refers to processes and institutions that can produce outcomes that satisfy the needs of society's individuals. The legal framework for service delivery is intended to address the rights of individuals within the context of the shared needs

and values of society. Employees in the frontline who lack the ability to translate legislation into implementation plans are blamed for the current problem facing organizations that do not provide services that meet the required standard of efficiency. This would result in inadequate service delivery and public service delivery protests.

Another difficulty within the public sector is the inability to retain the most skilled and competent employees. According to Chiboiwa et al. (2010), government agencies should retain their most talented workers. According to Johnson et al. (2009), employee retention is related to return on investment because organizations invest a great deal of money and time in developing human resources; therefore, employees should be allowed to serve the organization for a reasonable amount of time so that their value can benefit the organization and its clients. This is even more important for frontline employees, whose jobs require extensive knowledge acquired through experience. This knowledge can be obtained by interacting with clients and understanding their requirements. As an open system, the government is intended to encourage citizen participation and support. Communities would be more likely to cooperate if the public was involved. Government agencies cannot provide public services on their own; they require private sector partners. Public-private partnerships are intended to facilitate collaboration between government agencies and the private sector in the delivery of efficient services (Marques, 2017).

## **Chapter 3: Research Approach and Design**

### **3.1 Introduction**

This study examines service delivery in post-Apartheid South Africa: A case study of four provinces. The implication of this topic is that every service provided to South African citizens should provide value. The public service in South Africa is structured as an open system with interconnected departments. The South African Constitution stipulates the government services that must be provided. These services include, among others, housing, education, healthcare, and social welfare. Due to the significance of these services, it is expected that the government entities responsible for them will provide efficient and effective services.

This study focuses on government service delivery as a value-add for clients in education, health, human settlements, and Social Development and is situated within the service industry. Lack of information or feedback, delayed implementation of services, corruption or the perception of corruption, dealing with client inquiries, and the quality of services have all been identified as causes of customer or client discontent in service delivery research. This paper will examine an approach to research that is most suitable for dealing with data collection through numbers and also classification of themes to produce meaning, thereby incorporating designs that would answer the question of why service delivery protests in post-apartheid South Africa a recurrent problem or challenge.

The research intends to provide the government with information regarding the real-world causes of service delivery protests, as reported by frontline staff during the cold period of service delivery; from government service beneficiaries, and how this lack of service delivery affects residents. Inevitable are the proficiency of public workers and the frequency with which they provide feedback to their clientele. To keep citizens informed, the South African service delivery Act emphasizes the provision of information and improved access to services, as well as an effective feedback loop that will periodically inform and explain service delivery progress. Due to government's limited resources, it is impossible to meet all

people' requirements to their satisfaction; however, the study says that providing residents with feedback will increase their comprehension of what the government is doing and lessen protests<sup>15</sup>.

Questionnaires will be provided to frontline workers and service recipients at their offices and the locations where they get services in four provinces to collect data. The data will be scientifically evaluated using mean, standard deviation, and regression lines, and qualitatively analyzed using language. The used data and techniques will be triangulated and correlated across departments and provinces to determine their reliability and validity.

### **3.1.1 Problem Statement**

Despite national legislation and policies, as well as international law and agreements, service delivery and staff service delivery culture (or good customer service) continue to be a struggle in South Africa. In light of this, South Africa is perceived as a service protest nation. In contrast to the apartheid administration, the South African government enacted Batho Pele, legislation that promotes effective and efficient service delivery (1995). After twenty-seven (27) years of implementing service delivery legislation and regulations, the South African populace is still dissatisfied with the services provided by government departments, hence the protests. Service delivery is the transfer of fundamental resources to citizens, such as water, energy, sanitation, infrastructure, land, and housing (world policy.com). The research focused on presidential terms during which high service delivery protests occurred (Alexander, 2010) and on the majority of provinces that experienced protests and how they complied with the implementation of the legislative framework (Crous, 2004; Shaidi, 2013) without examining how the competence of government departments contributed to these protests.<sup>16</sup> This study will close this gap by investigating the causes and effects of service delivery protests; outlining the public service departments' competence through their organizational service

---

<sup>15</sup> Services are delivered by human beings and most researches identify problems in service delivery and do not indicate how the employees contributed to these protests directly or indirectly.

<sup>16</sup> Most of the protest experienced by South Africa were in Gauteng and the Eastern Cape with 64% combined, least protests were in Mpumalanga (3%), Western Cape (15%), KwaZulu-Natal (14%), Northern Cape (6%), Limpopo Province (5%). Based on these statistics, all provinces within South Africa experience service delivery protests. The study conducted by Crous, (2004) investigated implementation of service delivery in Stats South Africa. Indicated figures published by Stats SA in 1995 after democracy, showed that 8 million (30%) of the SA population did not have adequate sanitary facilities.



delivery culture (how things are done) and the competence (characteristics, attitudes, knowledge, and traits) of their frontline staff; and providing evidence on the availability of feedback loops within departments and how the government can use this information to reduce service delivery protests.

### **3.1.2 Purpose of the Research**

The goal of this mixed-methods study is to explore four departments in four provinces and collect information regarding the public sector's ability to fulfill its constitutional obligation to provide efficient and effective service to South African citizens. According to the research conducted by Shaidi (2013), the leading causes of service delivery protests include citizen unhappiness resulting from delayed service delivery, poor quality, and a lack of information or feedback from departments regarding the fulfillment of their mandates. This study seeks to present evidence regarding:

1. The causes of service delivery protests,
2. The effects of service delivery protests, and
3. The feedback loop and how it can contribute to halting service delivery protests.

The data collected from the four major provinces and the four largest ministries with the highest service needs (Health, Education, Human Settlements, and Social Development) will assist the government in enhancing the delivery of public services. This research aims to provide the government with the underlying causes and effects of service delivery as articulated by frontline staff as a service delivery force and recipients of government services; and this information will be translated into solutions that aim to reduce service delivery protests.

Through the collection of qualitative and quantitative data using structured survey questions, an in-depth investigation into service delivery and service delivery protests in South Africa will be conducted. The collected data will be statistically (mode, means, regressions, and correlations) and thematically (using language) assessed to give evidence to support the research objectives (causes, effects, and solutions of service delivery protests). This information will contribute to creating, strengthening, and deepening constitutional

democracy in South Africa by making government personnel aware of the service delivery culture, hence contributing to the delivery of effective and efficient services that bring value to the lives of citizens. Academically, it will contribute to knowledge in the field of public service delivery and provide new debates and insights for the existing literature and future study. (Creswell, 2013, p. 87).

According to (Schoonenboom & Johnson, 2017), the mixed method approach is characterized by at least one qualitative and one quantitative component; hence, this method is more appropriate for this study, as it will provide both breadth and depth. This chapter will focus on: (1) the methodology and design to be employed; (2) the population and sample of the research study; (3) the material instrumentation research tools; (4) (5) the research process and ethical assurance; (6) the blended approach to data collection and analysis; and (7) summary.

### **3.2 Research Design and Methodology**

According to Creswell (2014), research design is the selection between qualitative and quantitative research approaches. According to Babones (2015), research design is the selection of particular procedures for data gathering and analysis. The research design determines the data collection technique. Mills and Melanie Birks (2014) assert that study design affects the methods used to gather and analyze data, and that the objective is to demonstrate how methodologies and instruments will be used to answer the research question. According to Rajasekar et al. (2013), research methodology refers to the specific procedures or strategies utilized to find, select, process, and analyze data pertaining to a research problem. Mills, & Birks (2013) elaborate that the methodology is a process that permits the researcher to evaluate the overall validity and dependability of a study. Methodology, according to Pickard and Childs (2013), describes how a researcher systematically designs a study to produce accurate and trustworthy results that fulfill the research goals and objectives. Gravetter & Forzano (2012) reaffirm that it must justify the design choices, explain why the selected procedures and approaches are the greatest fit for the study goals and objectives, and explain how it will provide valid and trustworthy results.

### **3.2.1 Research design**

The research design is not the same as research methodology, it is the material that holds the research project together. Creswell (2014) defines research design as a plan to address your study topic. Burrows & Savage (2014) note that it helps to ensure that the researcher's methods align with the study objectives, while Byrne (2012) notes that it ensures the researcher collects high-quality data and permits the use of the appropriate type of analysis to address the research issue. Study design and techniques are distinct but closely related, as a good research design ensures that appropriate procedures are selected to collect credible data and conduct adequate data analysis.

The mixed-method design will investigate the causes or effects of service protests and how the South African Government can best contain service delivery protests within the provisions of service delivery legislation, known as "Batho Pele" principles, as a guideline for service delivery within public administration.

### **3.2.2 Research Methodology**

#### **Qualitative Method**

Qualitative research methods are ideal for comprehending the significance of what individuals do or say. This method's theoretical foundation is investigation, which focuses on inductive or qualitative study and description. The qualitative dominant method acknowledges that, considering a critical process, adding quantitative data and approaches is likely to benefit most research projects, because on the other hand, investigation may be founded on testing and predictions, which promotes deductive or quantitative motivation.

The study's nature includes the principles of methodologies, procedures, and rules that the researcher employs to examine, assess, and interpret the selected data and information (Markou, 2017). Depending on the research aims, a researcher will adopt a certain research methodology. The primary purpose is to explore service delivery in South Africa with the hope that the research may assist the South African Government, the country's largest employer, in quelling service delivery demonstrations. The research investigates the varied

levels of employee competency, traits, and attributes that might enhance service performance.

## **Quantitative Method**

Quantitative research, according to Newby (2013), is based on the measurement of quantity or amount and applies to occurrences that can be described in quantitative terms. Quantitative research, according to Babbie (2010) and Muijs (2010), focuses on collecting numerical data and generalizing it across groups of individuals or to explain a particular occurrence. According to DeFranzo. (2011), quantitative research focuses on measuring and testing using numerical data while qualitative research focuses on gathering and analyzing words (spoken or written) and textual data.

Quantitative analysis is the process for abstracting reality using mathematical models (Markou, 2017). Through questionnaires and structured interviews, data is collected. Using interviews, questionnaires, and a survey, data should be gathered simultaneously. The quantitative technique is the most suitable strategy for collecting and comparing huge sample sizes. Four provinces' data will be correlated to determine the relationships. The four South African provinces are Gauteng, Free State, KwaZulu-Natal, and Western Cape; however, the findings may be extrapolated to nine South African provinces. The sample consists of four frontline and management employees in four provinces per sector. The research would have to compare the settings or surroundings of service delivery in four distinct provinces. Given the size of the sample, questions of statistical significance, such as means and the number of respondents, would become significant.

## Comparison of qualitative and quantitative methods

*Table 11: Qualitative and quantitative data*

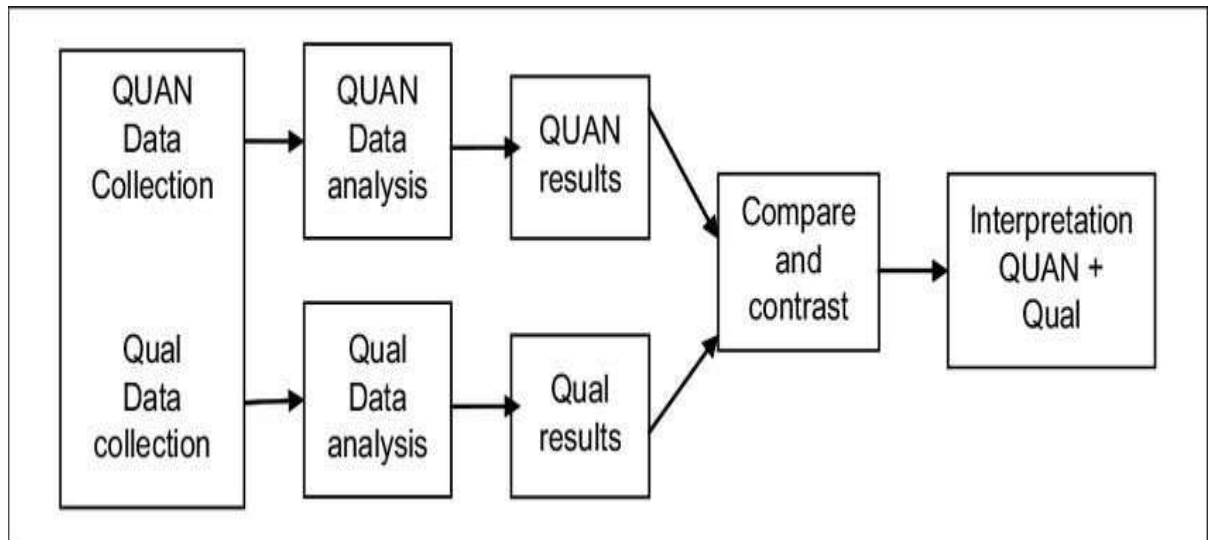
The aim is to count and construct statistical models	The aim is to describe the data in detail
The researcher determines in advance what to test	The researcher speculates about what to be tested
Recommended later in the process	Recommended early in the project
It uses questionnaires to collect statistical data in an objective manner	The researcher is the one collecting data in a subjective manner
Quantitative data could be used to hypothesise	Quantitative data are rich concepts the require time to understood as it has a less ability to be generalised.

This table lays a foundation for mixing methods. As Wilkinson & Staley (2019) note, it is essential to be mindful of the flaws inherent to the mix method technique, particularly the preponderance of either qualitative or quantitative data, which can influence the analysis. Plano Clark & Ivankova, (2016), De Loo and Lowe (2011) explain that it is necessary to utilize one approach first, then another, and then maybe broaden the breadth and depth of the research. A mixed method satisfies the researcher's objective to generalize the results to nine provinces in South Africa. This quantitative approach would adhere to a positivist's constructivist methodology, with data gathered through mathematical computing. This method investigates correlations among one, two, or three variables (McDonald AJ et al 2022). The examination of the data would be based on statistical methods, including regression, among others. The survey questionnaires are designed such that, as respondents react to a qualitative question, the sample should enable the researcher to count the number of responses to the same question. The researcher will extract themes and quantitative information.

### 3.2.3 Mixed-method research methodology

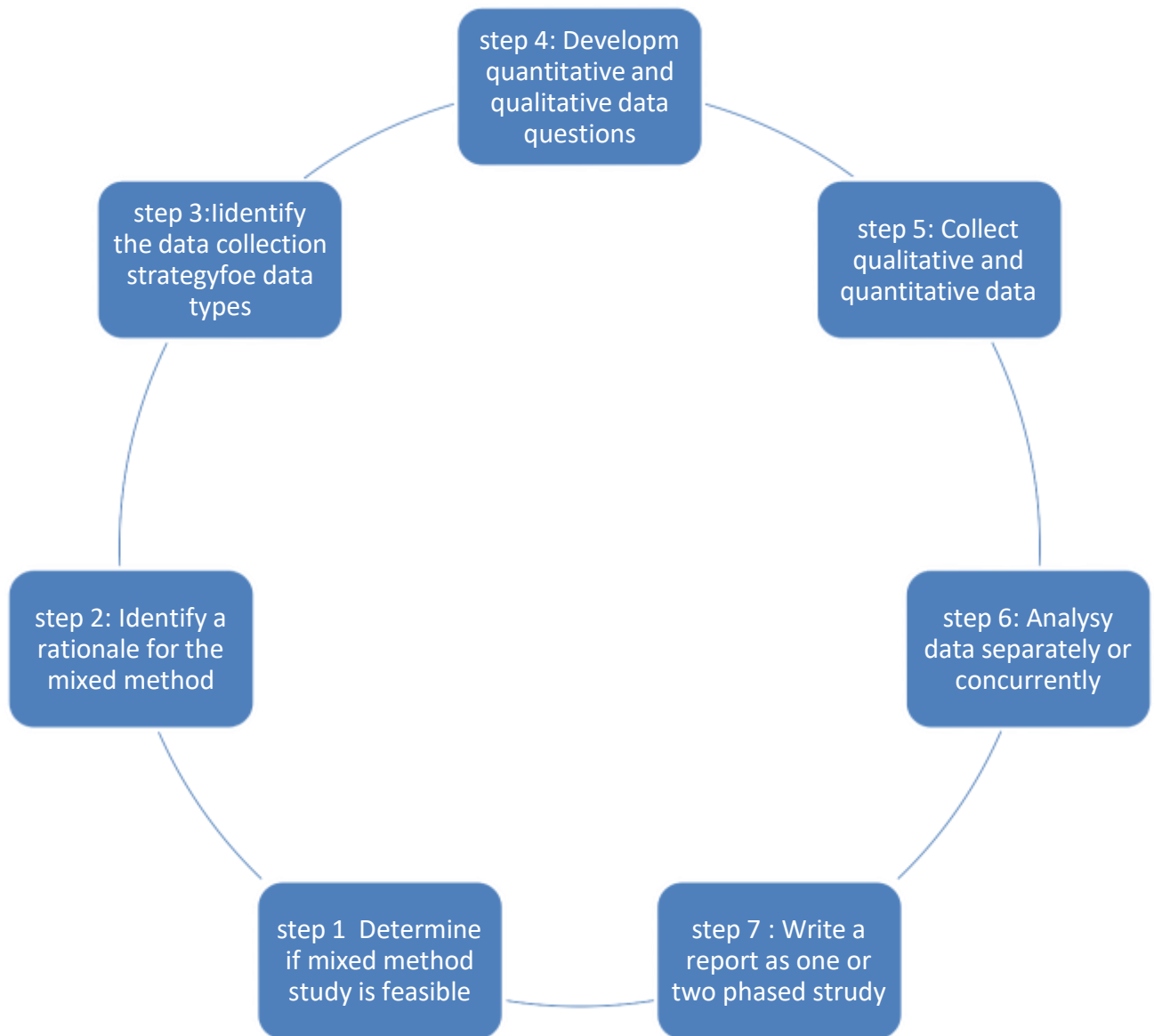
There are various types of techniques, including qualitative research methods and quantitative research methods, which are collectively known as Mixed Methods Research (MMR). The researcher opted for a mixed method to mitigate the risk from both methods. Sammons (2010) describes mixing method research as a research strategy in which quantitative and qualitative data are collected and analyzed within the same study. According to Tashakkori and Newman (2010), the purpose is to expand and reinforce a study's conclusions and thereby contribute to the published literature. Caruth (2013) demystifies the usage of mixed methods and reiterates that it contributes to addressing the researcher's study question by permitting the selection of a mixed method research design. Onwuegbuzie et al. (2010) simplifies it further by emphasizing that when the question best answers both qualitative and quantitative information with relatively equal importance of qualitative and quantitative data for answering research questions, the qualitative and quantitative data are of relatively equal importance.

The mixed method will provide accurate data that would enable the South African Government to make informed policy decision. Johnson and Christensen (2017) assert that quantitative research design methodologies produce accurate data and are vital for the growth of any company. When making strategic decisions on the future of the organization, insights gleaned from hard numerical data and analysis tend to be remarkably useful. Neumann & Robson (2014) concur that quantitative research methods paired with deductive approaches are typically more regimented. The steps are described in detail in separate sections of this study, and the graphic below illustrates the research process in this study. Allwood (2012) warns that the distinction between qualitative and quantitative research methodologies is problematic because their complementarity appears to overlap in certain respects. Proponents of this methodology concur that a balanced approach should be employed as the two research methods are merged into the same research study and the information is integrated to evaluate the outcomes. It leverages the Converged Parallel method of data collecting (Figure 4).



*Figure 13 Converged Parallel method of data collecting. Adopted from Creswell and Plano Clark 2017*

Below is an illustration of steps into conducting a mixed method study.



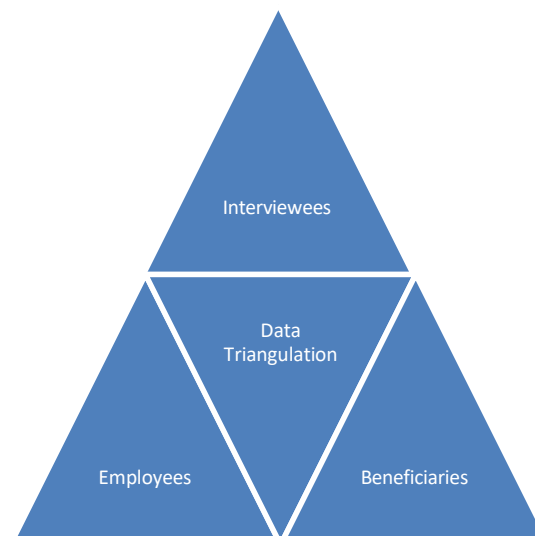
*Figure 14: Mixed method study steps*

The researcher observed these steps from planning phase to accomplishment of the study. The intention is to use the two research questions to complement each other. Data collected will be displayed in the coming chapter.



### 3.2.4 Triangulation

This study adopted a methodological triangulation where that qualitative and quantitative findings were combined to generate the conclusions of the study. Howe (2012) verifies that the triangulation design is the most prevalent and well-known strategy for combining approaches, and Creswell (2010) verifies that the objective of this design is to acquire diverse but complementary data on the same issue. McKim (2017) validate, employed a mixed methodologies approach questionnaire and case study for exploration should be pondered carefully for the goal of their research and the data required to address, before prioritizing research techniques so as to safeguard the worth of the research.



*Figure 15: Data Triangulation*

According to Creswell (2009, p. 259), triangulation is the process of confirming evidence from diverse individuals, data kinds, and data collection methods. Morgan (2019) define triangulation as the use of various methods with offsetting or counteracting biases to increase the validity of the investigation's findings. This is also confirmed by Schoonenboom & Johnson, (2017). All methodologies have limitations and biases, according to this principle. When two or more methodologies are utilized to evaluate a phenomenon and their results converge or corroborate one another, the study's validity is increased (Morgan, 2019).

Morgan (2019) claim that multiplicity emphasizes increased validity through

convergence of results from diverse methodologies, theoretical orientations, and political or value perspectives. Multiplicity's worth can be more complementary than convergence's. There are three purposes for a design with numerous functions: (a) Triangulation, which seeks convergence of findings; (b) Bracketing, which seeks a range of estimates on the correct answer; (c) Complementarity, in which different methods are used to assess different study components or phenomena, to determine the credibility of identified threats to validity.

### **The paradigms of mixed method**

A research paradigm is a shared set of beliefs and understandings among scientists regarding how problems should be comprehended and resolved (Kabudula,2017). The dominating paradigms in research fields are interpretivist, with a qualitative emphasis. It is a research philosophy that incorporates human interest in the study; pragmatists are philosophers who evaluate theories or beliefs based on their success in terms of their practicality; constructivism is a philosophy in education that recognizes the learner's understanding and knowledge before entering education; positivists are objective, knowledgeable, and use deductive logic; and critical theory examines power, inequality, and social change. A paradigm determines how members of a research community perceive a phenomenon and an applicable methodology. In this study a paradigm offers context for selecting a mixed method and design.

*Table 12: The comparison of two main paradigms in the study*

<b>Positivist paradigm</b>	<b>Interpretivist paradigm</b>
It produces quantitative data	Produce qualitative data
Uses large sample	Uses small sample
It is concerned with hypothesis testing	It is concerned with generalising theory
Data is specific	Data is rich and subjective
Location is artificial	Location is mutual
Reliability is high	Reliability is low
Generalisation is from sample to population	Generalisation from setting to setting

The two philosophies in the above table are the anchor of this study combined in a

mixed methodology. According to Johnson & Christensen (2017), it is preferable to realize that quantitative research is based on positivism, whereas qualitative research is based on interpretivism or social constructivism: the distinction being between objective and subjective knowledge. Positivists analyze data using mathematical computation (McDonald et al 2022). Interpretivism emphasizes the significance of qualitative data (Markou, 2017). According to Markou (2017), the philosophical assumption underlying the subjectivist way of interpreting meaning is dependent on the subjective meaning that an individual assigns to their acts. In other words, the researcher must determine the rules governing such conduct. The researcher must determine why government staff do not comply with service delivery laws and why, despite a sound policy framework, citizens continue to engage in demonstrations. Responses can only be provided verbally during individual interviews or focus group discussions.

### **3.3 Research Process for mixed method approach**

An explorative social science study was conducted. The below process includes activities and the steps the researcher undertook in the study namely, identification of research problem and crafting of research questions, creating hypothesis, conducting a literature review, identifying methodologies and design, describing the population, data collection and analysis. Drawing conclusions and findings. Providing recommendations. Some of these steps were discussed in the previous chapters and other will be discussed below:

#### **3.3.1 Population and the sample of research study**

The population serves as a context for the object of study. Population is a level at which the researcher deems it appropriate to collect data (Creswell 2009, p. 140). For this study South Africa's provinces, Gauteng, KwaZulu-Natal, Free State, and Western Cape provinces serve as the frame for the analytic unit (population). Each provincial department of Education, Health, Social Development, and Human Settlements sectors serve as the unit of observation (sample). The population consists of all employees in four provinces and four departments. The sample, which is the unit of observation, will consist of management, frontline employees, clients, and recipients of government services. A representative sample, according to Creswell (2009, p. 142), should allow a researcher to draw conclusions about the population.

*Table 13: Responses of sample of research study*

<b>Respondents</b>	<b>Total target: 250</b>	<b>Gauteng: 165(66%)</b>	<b>Western Cape: 14% 35</b>	<b>KZN:10% 25</b>	<b>Free State:10% 25</b>
Employees	60%= 150	99	21	15	15
interviewees	25%= 63	42	9	6	6
Beneficiaries	15%= 37	24	5	4	4
<b>Total</b>	<b>100%= 250</b>	<b>165</b>	<b>35</b>	<b>25</b>	<b>25</b>

### **Description of the population**

Heeringa and O'Muircheartaigh (2010) define a study population in terms of a group's distinctive traits. The group should share specific characteristics, such as shared experiences and attitudes. According to Zikmund et al. (2010), the population identified by researchers for the purpose of the study is known as the target population. According to Creswell (2014), identifying the target population or items allows the researcher to generalize the findings of the study. The target population, often known as the universe, refers to all the members of a real or imaginary group of people to whom the researcher generalizes the research conclusions. Yilmaz. (2013) expands the population chosen to participate in the study; it is a subset of the total population. Accessible population is a subset of the target population to which the researcher has reasonable access. The population comes from four provinces and four departments, which were chosen because they are within the social cluster (Health, Education, Social Development, and Human Settlements) and are the largest departments in the provinces (Gauteng, KwaZulu-Natal, Free State, and Western Cape) with substantial budgets that allow them to provide quality service to citizens. Departments within the social cluster are responsible for functions that are directly related to service delivery and would provide a good measure to support the hypothesis that public servants lack a service delivery culture, are unable to analyze and apply legislative framework, and/or do not provide regular feedback to service recipients. They will also respond to the research objectives and research questions.

### 3.3.2 Sample Size

According to Creswell (2015), a sample is a smaller (and ideally representative) selection of units from a population that is used to determine truths about that inhabitants. According to Creswell (2014), the determination of sample size for quantitative and qualitative research is based on two distinct ideologies. In quantitative research, the sample size is set based on a few different considerations in addition to the available resources. According to Tashakkori and Teddlie (2010), the size of the sample relies on the size of the population and how accurately the researcher desires the results to represent the total population. Sampling is the deliberate selection of a subset of the population (the sample) from which the researcher can make conclusions about the larger group (the population) that these individuals represent (McDonald et al 2022). This definition says that sampling is a well-planned procedure for collecting data that will be evaluated to draw conclusions about the investigated population.

The size of the sample will be determined statistically to be 10%-40% of the 250 population in four provinces and four sectors, namely Education, Health, Social Development, and Human Settlements. The sample will consist of employees at management level and frontline staff, contracted service providers and citizens as recipients of services. According to (Bryan et al. 2002, p. 70), a sampling fraction represents the ratio of sample to population. In Britain, one quarter is suggested (Bryan et al., 2002, p. p. 42). However, the population could not be reached; hence, the researcher streamed down the sample to follow the example as proposed by (Bryan et al., 2002 p. 70). The calculated sample size is 0.1%. of the 250 volunteers. The sample frame for the investigation is represented by the table below (Table 14):

Table 14: Sample Frame

Province	Total	Employees	Beneficiaries/ contractors	Interviewees	Junior	Middle	Senior
Gauteng	<b>43</b>	14	16	13	22	13	8
Western Cape	<b>17</b>	5	2	10	9	6	2
KZN	<b>16</b>	6	2	8	6	9	1
Free State	<b>13</b>	5	0	8	10	2	1
<b>Total</b>	<b>89</b>	<b>30</b>	<b>20</b>	<b>39</b>	<b>47</b>	<b>30</b>	<b>12</b>

The sample used in this study consist of 36% of respondents specified per province as follows:

- a) 43 respondents from Gauteng 17%
  - 14 employees
  - 16 Beneficiaries/ contractors
  - 13 Interviewees
  - 22 Junior
  - 13 Middle
  - 4 Senior
- b) 17 respondents from Western Cape 7%
  - 5 employees
  - 2 Beneficiaries/ contractors
  - 10 Interviewees
  - 9 Junior
  - 6 Middle
  - 2 Senior
- c) 16 Respondents from Kwazulu-Natal 6%
  - 6 employees
  - 2 Beneficiaries/ contractors
  - 8 Interviewees

- 6 Junior
- 9 Middle
- 1 Senior

d) 13 Respondents from Free State 5%

- 5 employees
- 0 Beneficiaries/ contractors
- 8 Interviewees
- 10 Junior
- 2 Middle
- 1 Senior

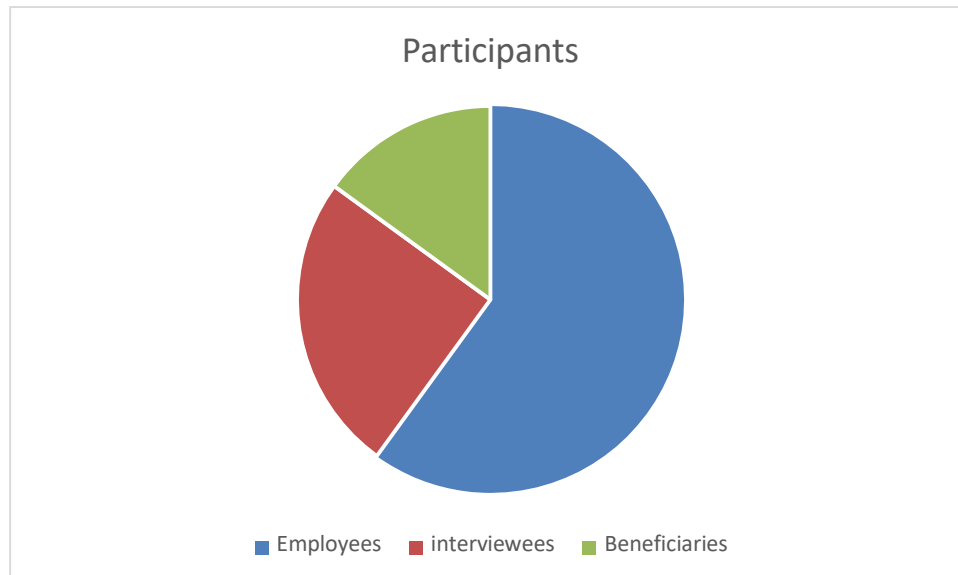
### **Sampling Techniques**

The research used probability sampling of four departments in South Africa, and the results are generalized to nine provinces and departments. Three probability sampling approaches are specified: Simple by random sampling; sample participants are chosen so that "other persons have an equal probability of being selected" (Creswell et al 2017); Multistage cluster sampling, the sample is chosen in two or more stages because the researcher cannot identify the population or the population is extremely large (Creswell et al 2017); Stratified sampling, the population is divided based on characteristics, and random sampling is used to ensure that all subgroups are represented in the sample (Creswell 2009, p. 144). The selection of participants for this mixed-methods study was based on probability stratified sampling of volunteers. According to Marovah (2016), volunteers should be chosen based on their relevance to the study's objectives.

### **3.3.3 Characteristics of participants**

Participants in the study are directly involved as government employees and indirectly as government service recipients. Frontline employees are expected to be educated about the department's services and the legal framework guiding their work, as they interact directly with clients. This will allow them to treat citizens with respect and resolve their concerns. As is now the case, if this is not accomplished, folks will vent their problems on the streets. The

service recipients and clients are selected to reflect the public's perception of public servants. Both sets of results will be compared per province to identify commonalities and validate study conclusions. All these participants can assist the researcher to collect data to respond to the research objectives, see figure 16 below



*Figure 16: qualitative and quantitative data from participants*

To gather and analyze qualitative and quantitative data from participants, the researcher used a mixed methodology. A survey was used to obtain quantitative data, which was then analyzed using a chi-square test, inferential statistics, frequencies, and a bar graph based on respondents' agreements and disagrees on each research topic and variable. While qualitative data was gathered through interviews and evaluated using themes, questionnaire responses were scripted, categorised, and plotted on predetermined themes. Both approaches used questionnaires with specified variables. The effects of these variables on the research objectives will be discussed.

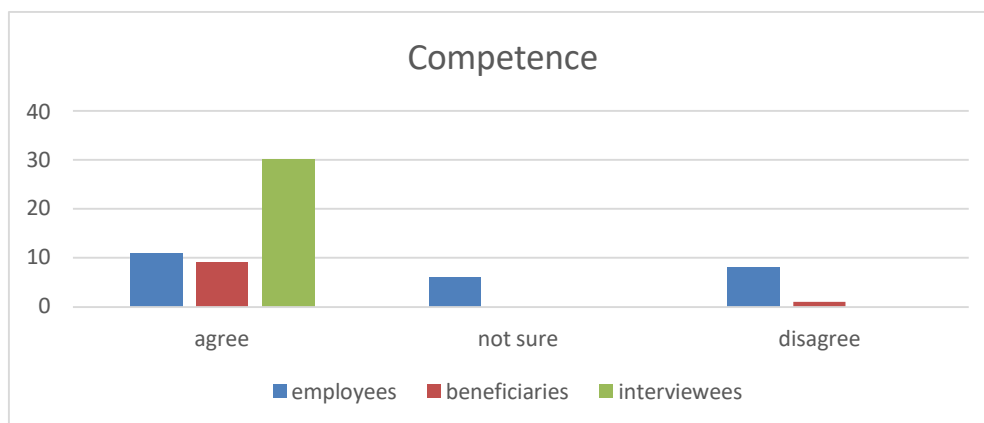
**The primary objective is to investigate the origins of service delivery protests in the four post-apartheid provinces and four departments within each province of South Africa:**

- **To investigate the root causes of service delivery protests in post-apartheid South Africa.**

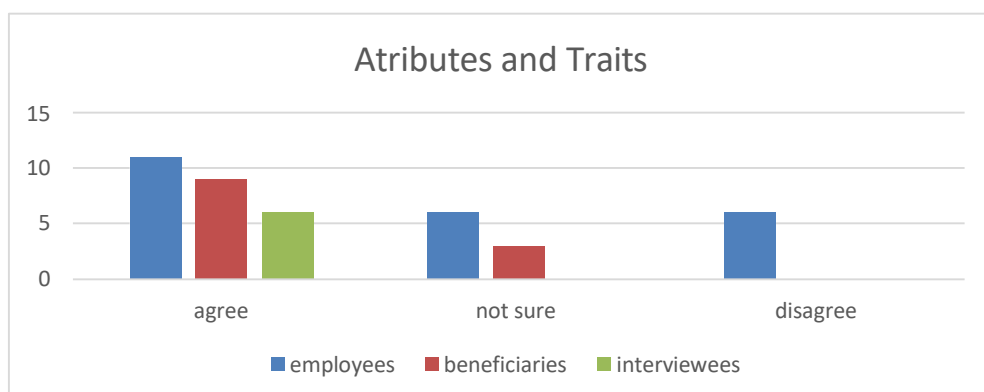
The root causes of service delivery protests are attributed to Competence, Attributes and traits, government legislation and service culture. The responses from interviewees (30) employees (11) beneficiaries (9) Interviewees. Attributes and traits 11 employees 9



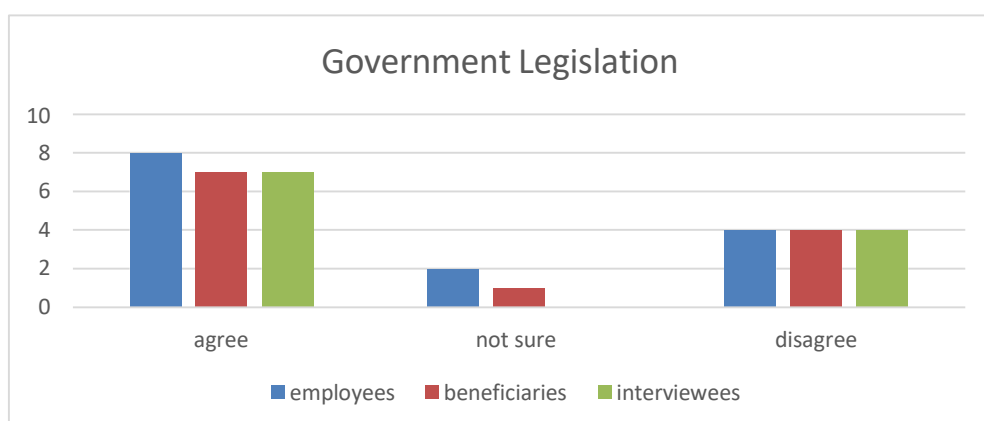
beneficiaries, 6 interviewees; government legislation 8 employees 7 beneficiaries 7 interviewees, 4 employees, 4 beneficiaries, 4 interviewees disagree that government legislation causes service delivery protests; services culture 13 employees 10 beneficiaries 6 interviewee. The figure 17-21 below shows the responses:



*Figure 17: Root causes of service delivery protests are attributed to Competence*



*Figure 18: Root causes of service delivery protests are attributed to attributes and traits*

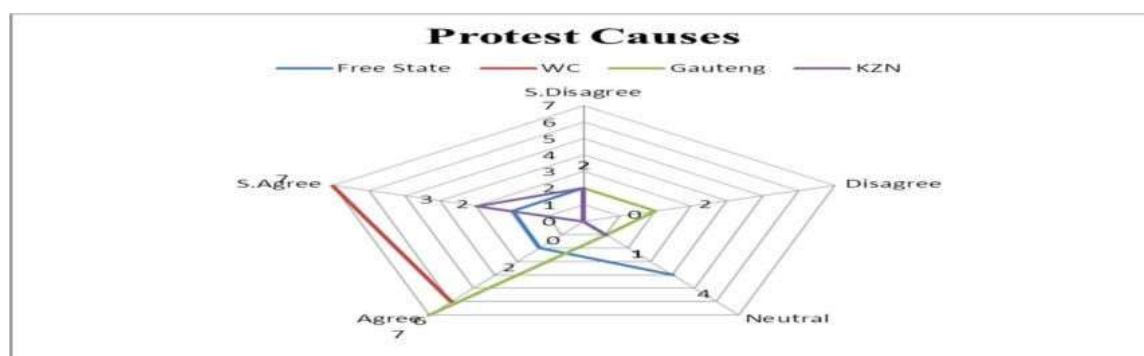


*Figure 19: Root causes of service delivery protests are attributed to government legislation*



*Figure 20: Root causes of service delivery protests are attributed to service culture*

At a provincial level illustrated by the figure below, there is an agreement between all the provinces that government legislation causes service delivery protests. Competence is supported by western cape, Gauteng, and Free state. Attributes and traits are supported by Gauteng and KZN only.



*Figure 21: Service Delivery Causes*

- **To discover how public servants/ frontline staff conduct contribute to service delivery culture.**

The behavioral conduct of frontline staff ascribed to service delivery culture are caring, belonging, and serving. The are 7 employees, 7 interviewees, 7 beneficiaries whose responses are in support of a culture of caring; 7 employees, 3 beneficiaries disagree. Culture of belonging is supported by 8 employees 8 beneficiaries and 10 interviewees, the disagreements are insignificant, 4 employees and 1 beneficiary. Serving culture is supported by 7 employees, 3 beneficiaries; 5 interviewees and 7 employees, 2 beneficiaries, 2 interviewees disagree. The responses are stated in the figure 22-25 below:

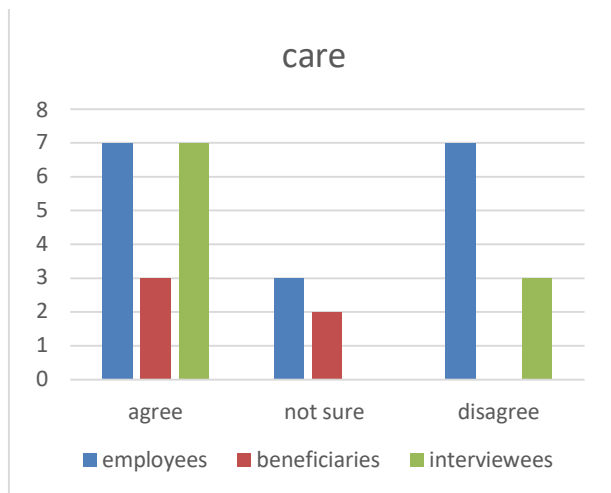


Figure 22: Behavioral conduct of frontline staff ascribed to service delivery culture as caring

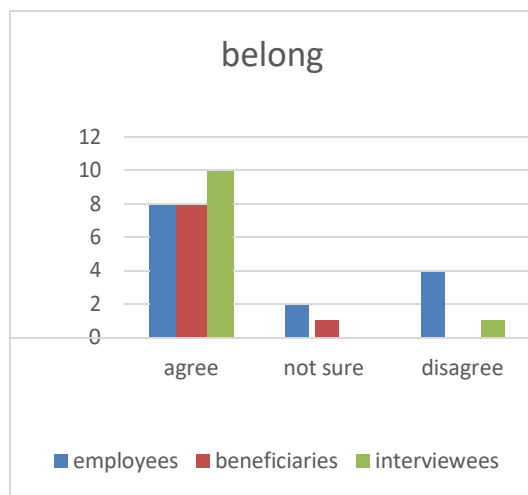


Figure 23: Behavioral conduct of frontline staff ascribed to service delivery culture as belonging

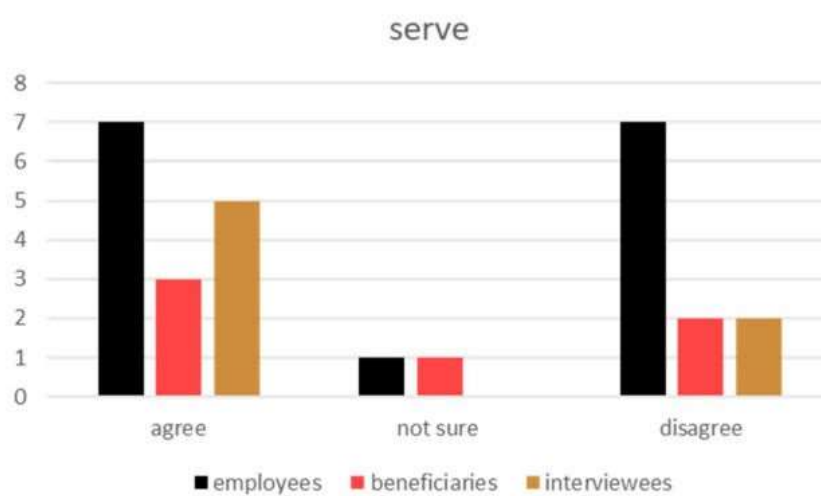


Figure 24: Behavioral conduct of frontline staff ascribed to service delivery culture as serving

The dominant employee cultural conduct is caring and belonging and is supported by all the provinces. The data is stated below:

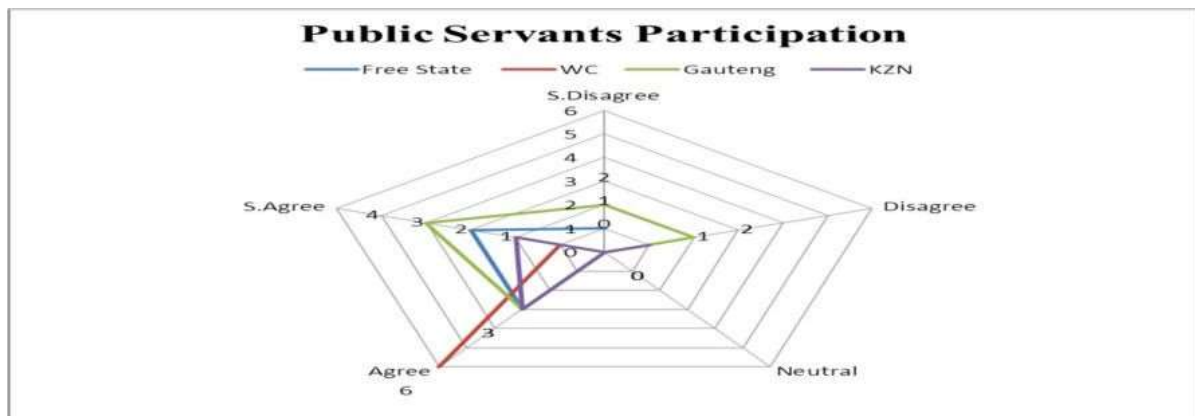


Figure 25: Service Delivery Conduct: Provinces

- To confirm the effects of protests on citizens**

The effects of service delivery protests are visible through Quality of Life, Morale of citizens, customer satisfaction, and economic growth. Morale is supported by 7 Interviewees, 5 beneficiaries and 5 employees; Quality of life is supported by 1 employee, 10 beneficiaries and 9 interviewees, the disagreements are in significant 1 employee and 1 beneficiary; customer satisfaction supported by 9 employees 9 beneficiaries, 9 interviews, with 8 employees and 1 beneficiary who disagree; There are not responses in support of economic growth however there are 9 employees, 9 beneficiaries 7, interviewees disagreements. See figure 26-30.

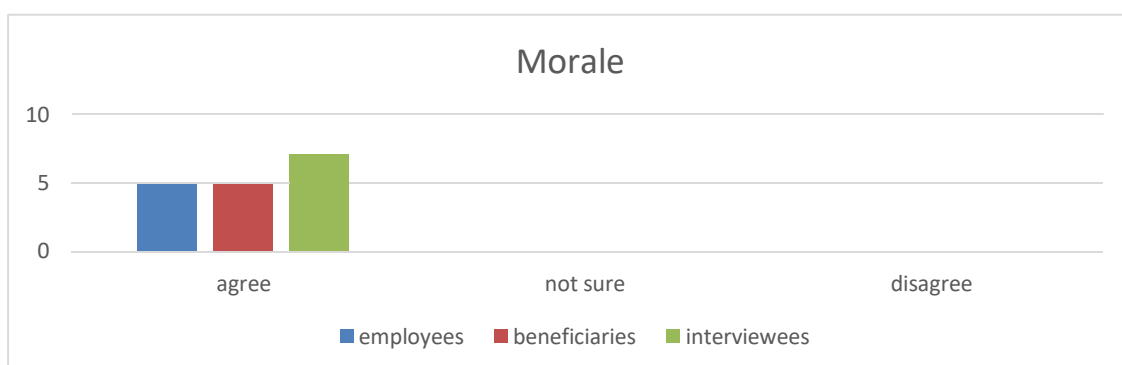
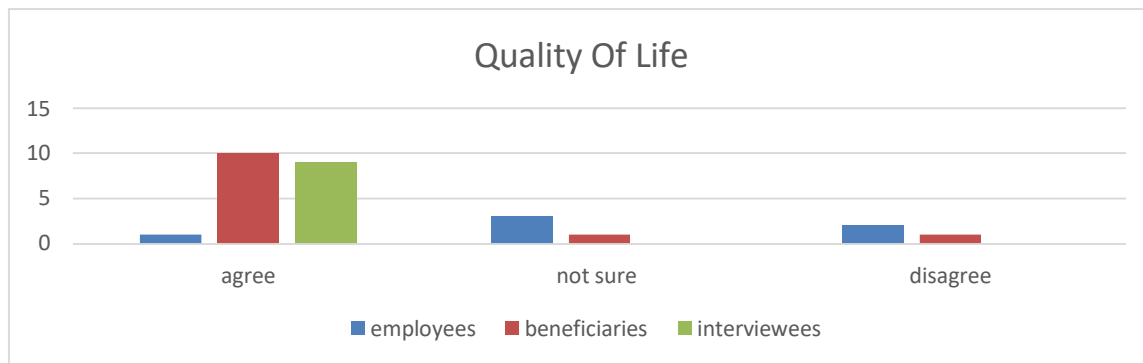


Figure 26: Effects of service delivery protests are visible through morale of citizens



*Figure 27: Effects of service delivery protests are visible through quality of life*



*Figure 28: Effects of service delivery protests are visible through customer satisfaction*



*Figure 29: Effects of service delivery protests are visible through economic growth*

At a provincial level all variables are supported that service protests have effects on employee, The table is stated below:

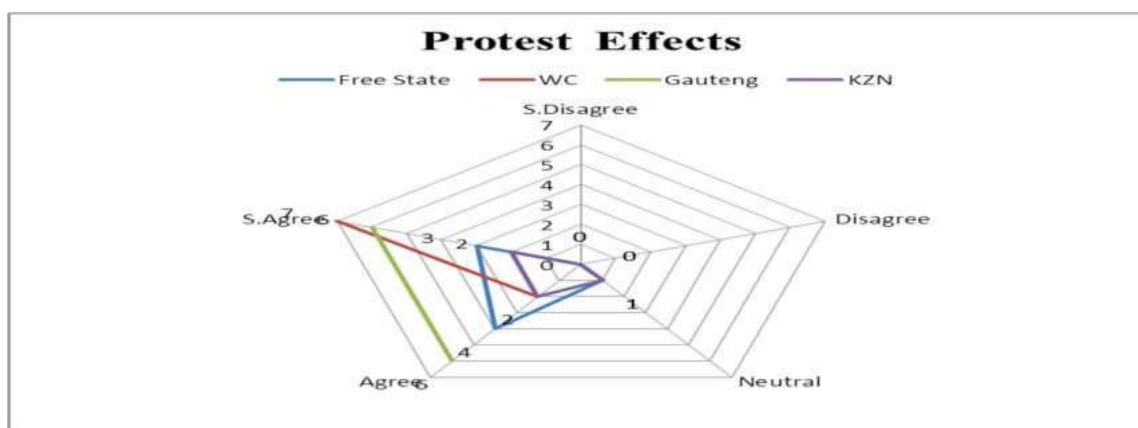


Figure 30: Service Delivery Effects: Provinces

- **To determine if government departments have a conducive environment for service delivery.**

Conducive environment is aligned to budget, employee development, human resources. Budget is supported by 12 employees, 6 beneficiaries 6 interviewees; disagreement 4 employees, 2 beneficiaries; employee development 12 employees 5 beneficiaries 5 interviewees; 11 employees 7 beneficiaries 13 interviewees; disagreement 7 employees, 1 beneficiary 2 interviewees. Illustrated in figure 31-34 below:

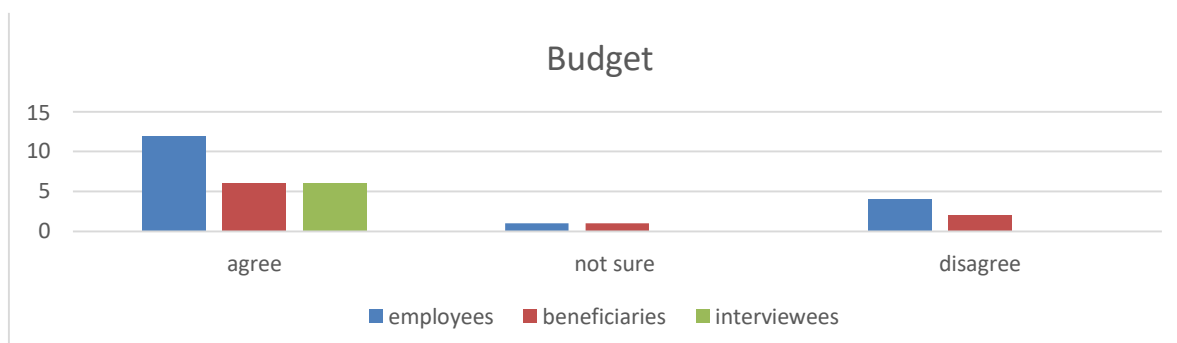


Figure 31: Conducive environment is aligned to budget

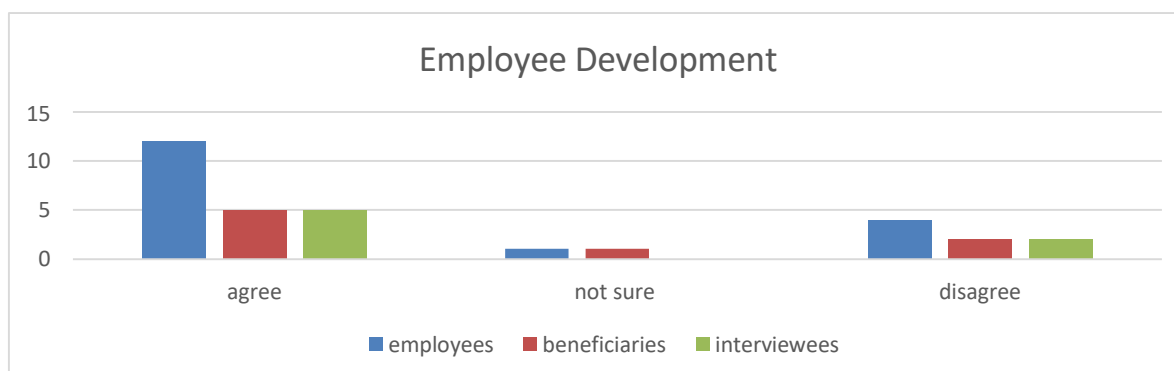
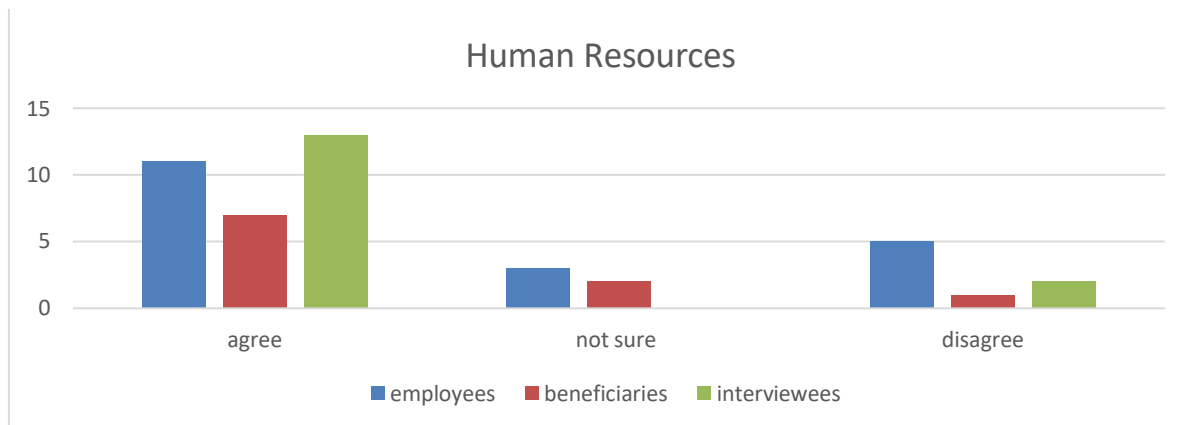
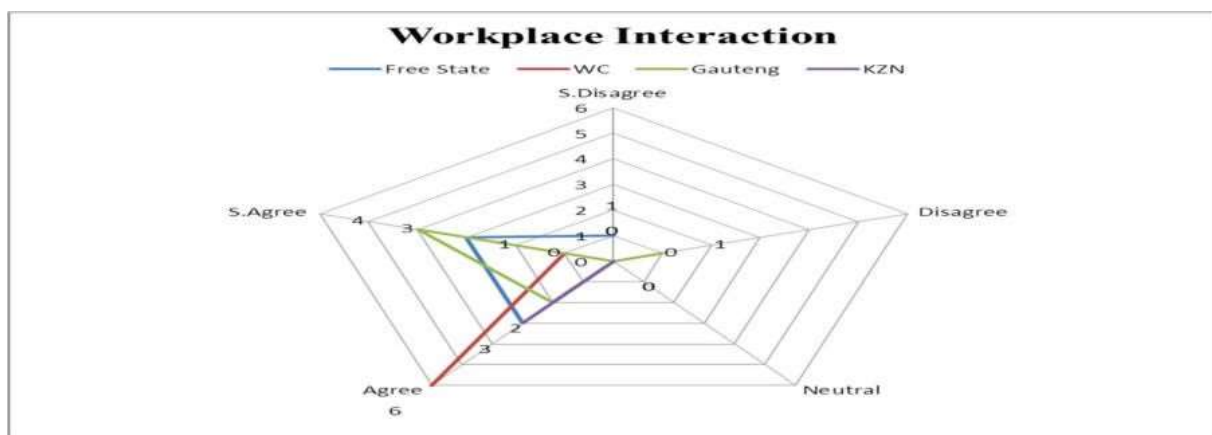


Figure 32: Conducive environment is aligned to employee development



*Figure 33: Conducive environment is aligned to human resources*

At provincial level conducive environment is created through availability of budget in Gauteng and KZN; and is not a priority for Western Cape and Free State however employee development is a priority at Western Cape and Free State. Human Resource provisioning is a priority at Western Cape and Gauteng. Illustrated in the table below:



*Figure 34: Service Delivery Environment: Province*

- **To highlight a model that enables the management of service delivery and reduction of service delivery protests.**

The reduction of service delivery protests is attributed to competent Front-line staff, efficient service delivery, providing feedback and customer loyalty. Figure 35-39.

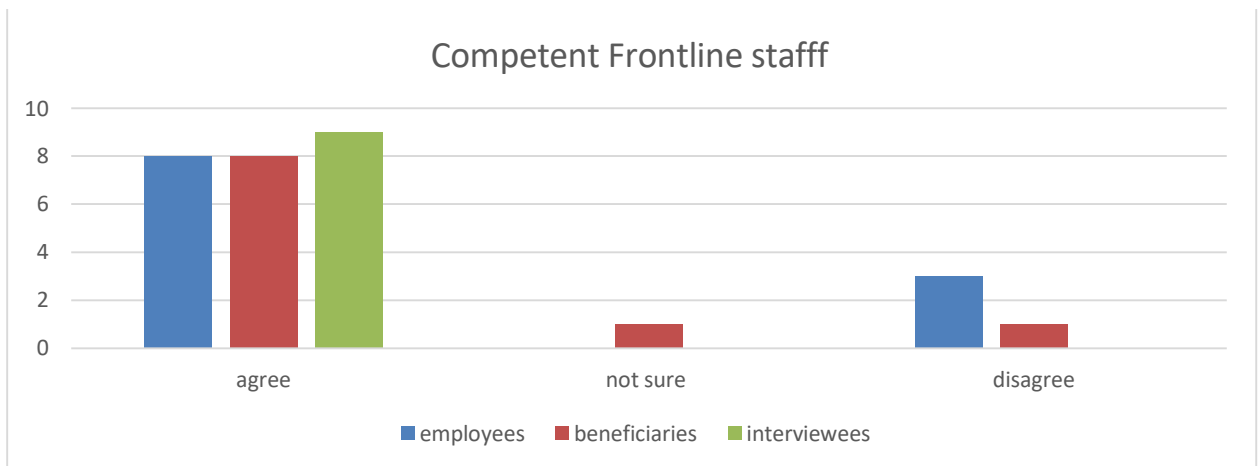


Figure 35: Reduction of service delivery protests attributed to competent front-line staff



Figure 36: Reduction of service delivery protests attributed to customer loyalty.

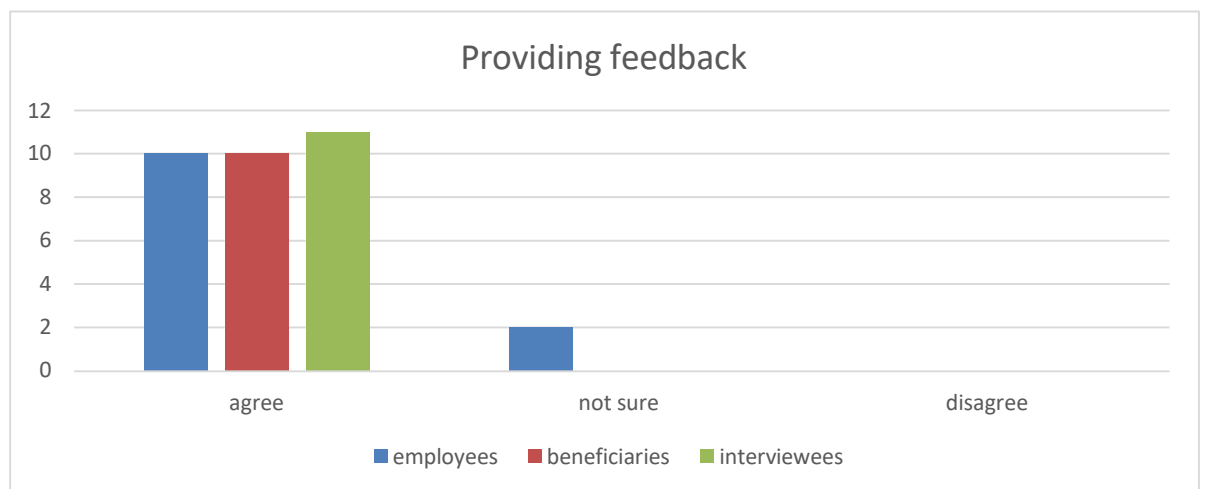


Figure 37: Reduction of service delivery protests attributed to providing feedback



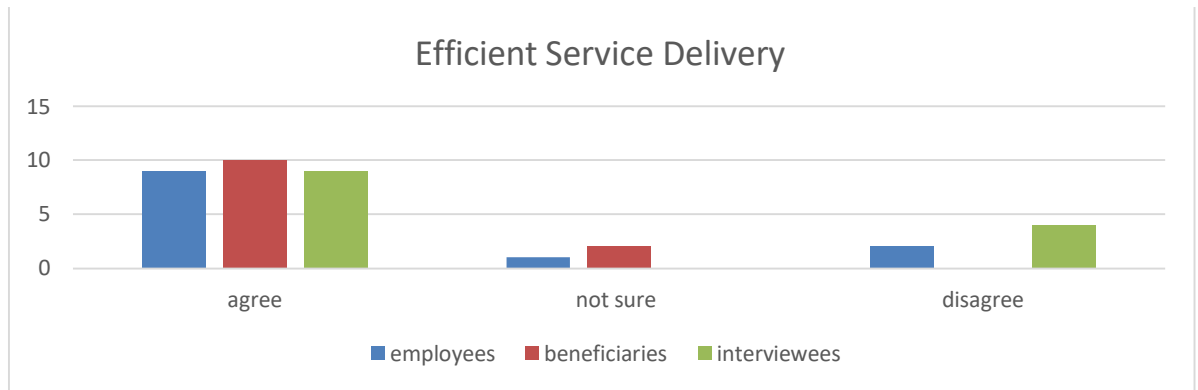


Figure 38: Reduction of service delivery protests is attributed to efficient service delivery

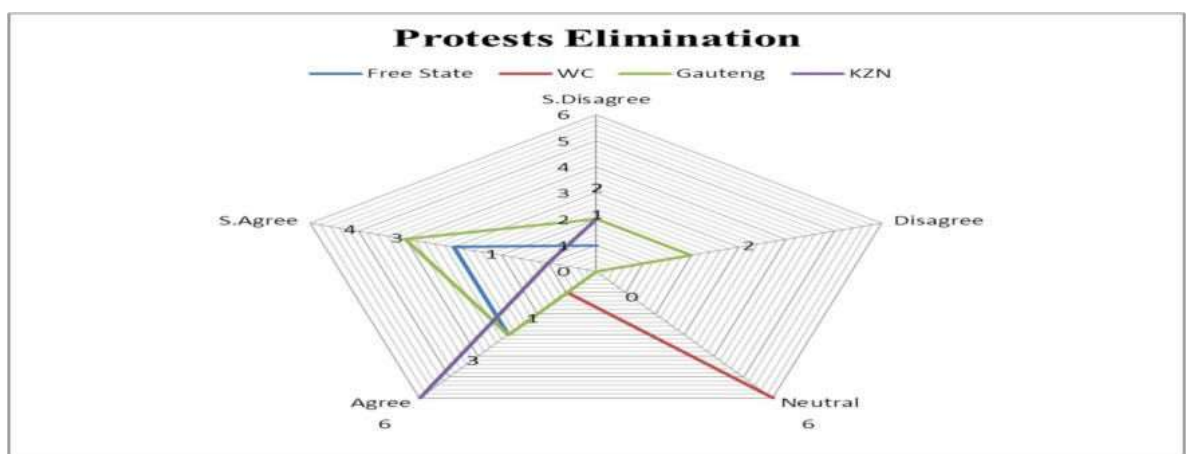


Figure 39: Protests elimination

All provinces agree that service delivery protests will be eliminated through efficient service delivery followed by providing feedback supported by Free State, Western Cape and Gauteng then competent frontline staff supported by western Cape and Gauteng. Illustration above.

### A service delivery model

The proposed service delivery model will illustrate the components of service delivery and their interrelatedness, demonstrating how they can work together to improve the competence of public servants, their service delivery culture, efficient services and thus eliminating service delivery protests.

### **3.4 Material instrumentation of research tools**

This study examined the use of structured questionnaires, interviews, and the blended approach as instruments for the collection of mixed-method data. The collecting of data is a minor but important aspect of study design and technique. The focus will be on: (1) What does data collecting method mean? (2) What data gathering instruments exist, including questionnaires, interviews, and a mixed approach? (3) How will the data collection tools contribute to the study?

#### **3.4.1 Data collection method**

A data collection method is a procedure for gathering and measuring information on variables of interest in a predetermined, systematic manner that allows one to answer research questions, test hypotheses, and assess outcomes. These include interviews, questionnaires and surveys, observations, documents and focus group records, as well as oral histories.

#### **3.4.2 Features of data collection instruments**

According to Harlacher (2016), the format and phrasing of the questionnaire's introduction section are intended to win the respondent's cooperation and willingness to participate within the parameters of informed consent. McCambridge et al. (2012) explain that the questionnaire's wording is streamlined to boost the respondents' level of comprehension and participation rate. Bautista et al. (2020) emphasize that the topic and objective of the study should be specified in the instructions. Irvine et al. (2013) recommends that anonymity and confidentiality be clarified to guarantee respondents that their identities would not be disclosed. The qualitative data collection is descriptive in nature and can be obtained by observation, an open-ended questionnaire, or interview questions. It is most likely to contain questions pertaining to strategy and logic. It aids in acquiring an understanding of your audience. It gives precision and accuracy, legitimacy and validity, consistency and dependability, timeliness and relevance, completeness and exhaustiveness, availability, and accessibility. This study's research instrument consists of closed-ended questions and Likert scales. There is a precise reason for this; closed-ended questions facilitate the collection of quantitative, actionable data.

### 3.4.3 Contribution of data collection in research in general

Leedy et al. (2010) describe data as captured and utilized information for the purpose of study analysis. According to Creswell (2014), primary data is any original information collected by the researcher through surveys, questionnaires, observations, and experiments for the goal of answering research questions. Jehn and Jonsen (2010) explain that the distinctive feature of primary data is that it is obtained directly by the researcher using the Simple Random Sampling (SRS) technique. Kumar (2011) elaborates on Creswell (2014) by stating that primary data collection is the procedure built into the survey design to guarantee that primary data meets the requisite standards for quality, availability, statistical power, and sampling for a specific research topic.

The process of data collection guarantees that the researcher has access to the high-quality information required to make educated judgments for subsequent analysis. It investigates, augments, and triangulates results. It offers fresh knowledge to the collecting of research data and aids in the planning of research evaluation. In the planning phase, the researcher will determine which data to collect and how it will be analyzed to support the data's intended purpose for consumers and applications. It should be specified whether the data will contribute to policymaking, practice, or knowledge. This study's findings will be utilized to inform the government about the role public servants play in South Africa's high number of demonstrations and how such service delivery protests can be eradicated.

The researcher must be able to maximize the use of current data by developing indicators and outcomes based on existing literature or research. It will ensure the identification of data gaps and the selection of relevant research methods. The researcher may opt to employ either the qualitative or quantitative approach, and hence triangulate if a hybrid approach is desired. This study employs a mixed-methods approach in which qualitative techniques are utilized to describe the facts based on themes utilizing language, while quantitative techniques are used to quantify the responses using frequencies, means, and standard deviations. The mixed method is selected to address the shortcomings of both strategies. When data is stored securely, cleansed, and transmitted to a software system, it is

effectively handled. The term for this is data quality. Data quality should be valid by measuring what they are intended to measure, reliable by measuring and yielding the same results if the process is repeated, complete because all data elements are included, precise because the data have sufficient details and information, and timely because the data are current and readily available.

Data gathering delivers high-quality information by making the sampling procedure transparent. It permits the explanation of the population and sample and specifies the sample's geographic location in order to locate the sample units. The researcher will be able to explain the following sample clusters:

- Probability – random method to select the sample,
- Purposive – it uses information from cases about the population,
- Convergence – utilising available information or cases as they appear.

Data dropout is concerned with the individuals who elect to withdraw from the study. This will have an effect on the lowered sample size. Utilizing both methodologies and triangulating data will increase the data's quality. The principal advantages of merging data sources are:

- Enriching – using qualitative data to identify uses about variables that cannot be obtained by the quantitative approach,
- Examining – generating hypothesis from qualitative data to be tested through quantitative data,
- Explaining – using data to understand unanticipated data, using quantitative data or vice versa.

The gathering of data will be performed ethically, with respondents contributing voluntarily. The researcher will solicit concerns, explain all ethical considerations, and obtain approval from the ethics committees of all pertinent authorities (Peersman, 2014; [www.unicef-irc/openlearning](http://www.unicef-irc/openlearning)).

### 3.4.4 Questionnaires and their central features

According to Heeringa and O'Muircheartaigh (2010), questionnaires are a crucial instrument for gathering primary data about people, their ideas, attitudes, and behaviors, as well as their awareness of particular topics. In a survey, questionnaires are forms that participants will fill out and return to the researcher (Creswell, 2009, p. 626). It is a printed instrument containing a series of questions designed to collect information from respondents. It is a written interview with both open-ended and closed-ended questions.

Cooper and Schindler (2014) explain cross-sectional surveys as snapshots of the populations for which they collect information. Kreuter et al. (2010) concur with Cooper & Schindler that cross-sectional surveys collect data to draw conclusions about a population of interest at a single point in time, which is appropriate to this study.

The study based on the collection of mixed-method data will also identify themes and subthemes. According to Bhattacharjee (2012), the researcher is required to collect both qualitative and quantitative data regardless of the research methodology. In the questionnaire for this study, the researcher allowed respondents to mention any additional topics they deem pertinent in addition to the themes identified. This will generate new data that will be analyzed qualitatively. The responses will be categorized inductively to understand the common and various topics the respondents raised. Data classification is the process of dividing data into pieces and organizing it based on themes (Ndashe, 2016, p. 31). The following themes should emerge: causes of service delivery protests, consequences of service delivery protests, and corrective strategies for service delivery, Cultural conduct of employees; and the service delivery environment.

#### **Purpose of questionnaires in research**

The purpose of the questionnaire was to collect data from employees, beneficiaries of government services and interviews as a mixture of the designated participants. The researcher before starting the design of a questionnaire had to articulate the research

questions and determine the hypothesis around which the questionnaire had to be developed. The factors or variables that were aligned to each questions were taken from a number of government reports on service delivery and service delivery protests data.

The factors for Causes of service delivery protests are described as:

**Government legislation** that refers to a collection of statutes, including the Constitution of the Republic of South Africa, national laws, and provincial bylaws. This legal framework is the source of policies and regulations (DPSA, 2020). This study focuses on service delivery legislation; however, all legislation is interconnected and should be read and applied collectively. Batho Pele principles should be matched with the Bill of Rights of the Constitution of the Republic of South Africa for purposes of service delivery. Government law as the cause or non-cause of service delivery protests will be quantified by the number of times respondents select each response, which will be plotted according to their frequency.

**Service delivery protests** in the context of South Africa, service delivery refers to the supply of essential resources such as health, education, water, and sanitation, among others. The United Nations classifies the provision of services as a human right. The Bill of Rights of the South African Constitution stipulates that citizens must be treated with respect (Constitution of the Republic of South Africa, 1996). The Constitutional Court and the Office of the Public Protector enforce this bylaw. Service delivery protests are recognized as a series of nationwide demonstrations and civil disturbances. This investigation tries to comprehend how public officials contribute to these protests. It is stated that protests are an expression of discontent. The enormous number of protests experienced by South Africa and the rest of the world demonstrates that residents of various nations are dissatisfied. This variable was used to indicate awareness of service delivery deficiencies, which may lead to service delivery protests.

**Competence** is the capacity to carry out a task successfully or effectively. Competence includes, among other characteristics, accountability, adaptability, communication, and inclusivity. The competence of public officials relates to their capacity to comprehend their work, the policies controlling their employment, and to apply these

policies in a manner that satisfies their clients and customers. Competence development is a process, not a one-time event. Competence develops through time, and the process of competence development can be applied to the improvement of communicators' skills. Competence is measured by performance management, based on the accomplishment of Key Performance Areas and the application of their skills. This research seeks to determine whether or not that public servants take their competence seriously, as evidenced by their personal growth over time. Every performance cycle must conclude with a development plan.

**Service delivery culture** is a pattern of values, norms, beliefs, attitudes, and assumptions that can influence how people behave and perform their jobs (Armstrong, 2001). The characteristics of service delivery culture are ingrained inside the organizational culture, where the structure, activities, governance, and supervision are defined to meet the organization's aims, goals, and objectives. **According to Martin and Meyerson (1986)**, an organization's culture is its subjective aspect. According to Eldridge and Crombie (2013), organizational culture influences group behavior in achieving goals. Uddin et al (2013) examine the role of culture as "social glue," a necessary aspect of organization existence. The objective of this study is to determine the availability of those factors that would enable an organization to thrive, function, and serve its clients throughout challenging times. The beliefs of we care, we serve, and we belong will be measured based on a questionnaire interpreted using frequency distributions. The greater the frequency, the greater the popularity.

#### **The factors for Effects of service delivery protests are:**

**Morale** of citizens in reference to the confidence, enthusiasm, and self-control of individuals or groups at a given time (Longman Dictionary, [www.idoceon.com](http://www.idoceon.com)), and a lack of morale among the citizens is reflected in their protests. The term "morale" relates to the attitude of employees toward their occupations, working circumstances, coworkers, and superiors (Research.net.com). This study would determine whether or not employees recognize poor morale inside the organization and among its constituents in order to modify their behavior and attitude for the enhancement of service delivery. Plato, Aristotle, Augustine, and Aquinas all agree that morality is central to ethics. It speaks to the type of individuals we are. It influences virtues, justice, piety, moderation, and bravery ([iep.utm](http://iep.utm)).

educ). Morale dictates action. The research acknowledges that poor service delivery will impact the morale of employees as internal customers and citizens as recipients of service delivery. It will be evaluated depending on the number of times the question is answered and the opinions stated on this topic.

**Customer satisfaction** as it relates to the extent to which the delivered products and services meet or exceed consumer expectations. Quality is regarded as a component and indicator of consumer satisfaction (Wicks & Roethlein, 2009). (Wiley Encyclopaedia). Hansemark and Albinsson (2004) found through study that customer satisfaction may be reached through services, feelings, chemistry, relationships and confidence, communication, complaints, and retention. This research aims to determine if recipients of government services are satisfied or dissatisfied with such services, causing them to protest. Kotler (2017) describes customer satisfaction as an individual's feelings of pleasure or displeasure resulting from a product or service comparison. Additionally, he used it more in marketing. Customer satisfaction relates to the resolution of service delivery protests in this study. This phrase is not always used in government. The popular phrase is efficiency.

**Economic growth** relates as it relates to how much an entity or government is growing their goods and services. There are three different types of economic growth however the actual growth is on the GDP that happens over a particular time period. The determinants of economic growth are capital investment from business and government, natural resources or goods and services; the growth of business that would provide jobs and improve the standard of living of citizens. In South Africa are government regulation, inflexible labour market, lack of confidence on government due to poor service delivery and protests (Bernstein, 2021) (cde.org.za) Retrieved 08/04 2023.

#### **Factors on how service delivery protests can be eliminated relates to:**

**Efficient service delivery** as a description of the use of resources to achieve greater advantage and minimized cost. The characteristics of efficiency pose a challenge as they are difficult to achieve, mostly due to government limited resources and capabilities. According to Scott (2016) service delivery efficiency can be improved through technology as an



innovation.

**Providing feedback** is a process of communication that provides recipients with information. It is normally a two-way process that can be used by both the communicator and the recipient to give each other information that improves their performance. Feedback must be given in a polite matter to ensure the flow of information. Feedback is important in the workplace to make employees feel confident in their performance (officevibe.com) retrieved 08/04/2023. Feedback to citizens on government services is equally important because it improves customer experience and trust.

**Competent frontline staff** could provide the right information to clients, explain the products and services, and respond to questions timeously. Incompetent frontline staff will provide inconsistent information and services, and this can cause organizations to lose their reputation and business.

**The factors for an appropriate employee cultural conduct are:**

**Serving** relates to providing good service to citizens.

**Care** talks to caring for the customers we serve. and

**Belonging** that the employees are part of the citizens and as public servants should provide citizens with good service. (dpsa.gov.za)

**Factors for a conducive environment for service delivery are;**

**Budget** is concerned with linking the service delivery plans with resources. It provides money to enable service delivery. where there is an efficient budget service delivery is possible.

**Employee development** as it relates to capacitation of employees to be competent and act professionally. The recognition of employees for their contribution in the organization will make employees happy. And happy employees are engaging and in most instances are high performers and go an extra mile to produce output and outcomes. It is stated the training of employees and onboarding plays a very important role to make the employees adapt to a new environment and that it also promotes retention of employees;(Slack. com) retrieved 08/04/2023.

**Human resources** provisioning is a service of the HR department and includes allowing an open-door policy where employees can just walk in and clarify staffing policies. This makes the environment highly conducive for service delivery. Managers are encouraged to fill vacant positions to ensure adequate staffing.

These factor choices were done in accordance with the information the research would gather from the target respondents and data collection methods. The questions were put in sequence to enable the flow of ideas from respondents. The personal demographics, age level of education, gender; geographic demographics, provinces and department. The questionnaire was pre-tested to ensure that questions are well understood and that it would achieve the desired results. The results of the pilot were positive, and respondents were able to answer all questions. An excellent questionnaire contributes to the achievement of research objectives and delivers complete and accurate data. It should be simple to comprehend for both the interviewer and the respondents. The researcher used the Likert scale on the questionnaire as it is popularly used amongst the social science researchers. The Likert scale enables the respondents to choose answers that best describe their level of feeling with regard to the topic. It is normally used to measure opinions, attitudes or behavior (Bhandari,p and Nikolopoulou K 2020). A researcher may choose from different options, satisfaction, likelihood, level of concern and agreement and frequency just to mention a few. This research study adopted a five-point scale on agreement.

- 1 Strongly disagree,
- 2 Disagree,
- 3 Not sure.
- 4 Agree
- 5 strongly agree.

The data collection questionnaire in this study is intended to answer questions regarding the causes and of service delivery protests, as well as how these can be reduced (Bless et al., 2005). Cause must converge for causality to exist. One cannot prove causality with a single case study; thus, the research will examine information from four provinces in an effort to identify the causative consequences of the service delivery protests.

### 3.4.5 The Survey

The study employed a survey as an abstract idea underlying the measure or subject matter that are wished to be measured using research questions. It involves a collection of information from a large group of people or population. Opinion surveys use questionnaires and telephonic interviews. The purpose of the survey in this study was to accommodate a large sample and improve access to respondents during unprecedented times of COVID-19 restrictions.

According to Ketokivi and Mantere (2010), the ultimate purpose of survey research is to learn about a broad population through survey administration. According to Cohen et al. (2011), online surveys are popular since they are convenient and may be emailed or made available online. Peersman (2014) explains that in this strategy, a researcher creates and distributes a survey with the most pertinent questions. According to Easterby-Smith et al. (2012), once a researcher receives responses, he or she summarizes them to tabulate significant findings and data. Robson & McCartan (2011). Emphasize that survey is a broad phrase that frequently encompasses interviews, questionnaires, tools, and inventories.

### 3.4.6 Interviews and its central features

Interviews are a method of data collecting including verbal dialogue between the researcher and the subject. This is an organized dialogue in which one party poses questions and the other responds. It is a dialogue between two or more people in which questions are posed. The format of an interview is standardized, with each interviewee being asked identical questions. In some situations, you may request clarification or go beyond the answers provided. The interview can be unstructured if respondents are let to freely discuss the topic, or it can be organized if respondents must answer direct questions. When gathering attitudinal questions or when it is not possible to pre-code the responses, semi-structured interviews are utilized.

Interviews can be performed with individuals or groups. Individual interviews would provide context for a social issue including several narratives. According to Morgan, (2019) when face-to-face communication is not possible, and the subject matter is not sensitive and does not need observation of demeanor, telephone or video links may be used. Interviews over telephone are cost-effective for this study. In the majority of cases, the sample size for an interview should be as large as feasible while being small enough to a point of saturation. Interviews enable the researcher to select various participants as volunteers. The quantity of replies is irrelevant as long as each interviewee has something to contribute. The interviewees were chosen at random from databases and through the researcher's network of other informants. The interview was conducted telephonically based on a blended approach.

### **Interviews as a blended approach to data collection**

An interview is a typical blended data gathering approach, as a method that combines many data collection techniques, such as mobile and online data collection. Dual approaches offer access to the greatest number of respondents ([www.redquandrangle.com](http://www.redquandrangle.com)). Complex information of high quality and breadth regarding the examined environment is sought. It is cost-effective to keep, copy, and back up, and it would increase response rates by removing geographical borders. It also reduces the number of errors and omissions in a paper survey. Online data collecting enables data visibility and openness and decreases the danger of data leaks. Interviews will ensure that all participants comprehend the questions, and that pertinent information is gathered. Blended approach became a need hybrid strategy for data collection when South Africa was under Covid-19 lockdown, interprovincial movement was problematic.

This procedure would save time, reduce the likelihood of participants not returning the form, and prevent participants nonparticipation. To safeguard the protection of participants, anonymity and secrecy was applied. The survey was constructed using the five-point Likert scale. This scale is widely used and favored by many social science researchers for opinion data collection. On a five-point scale, respondents indicate their level of agreement or disagreement with the statements included on the scale.

The study also tested hypothesis. According to Bhattacharjee (2012), hypothesis testing has the capability of uncovering unknown social, cultural, and political aspects that may be associated with service delivery protests. Please see surveys:

Employees of the Government: <https://s.surveymonkey.com/1EE-KFF9C>

For Beneficiaries: <https://s.surveymonkey.com/bkrZgO2>

The conceptual frames in this study form part of the variables that are tested in the survey questionnaires. These conceptual frames as outlined previously demonstrates that the mediating variable positive service delivery culture, the competence of employees, and their good or bad attributes and traits, and enough human resources and efficient utilization of budget. Financial resources) creates a conducive environment for independent variable service delivery. The moderator variables: efficient service delivery, provision of feedback and sufficient human resources will assist South African Government to reduce the dependent variable service delivery protests.

### **3.5 Ethical Assurances**

#### **3.5.1 Permission**

Prior to data collection, the project was approved by UREC. The information was gathered anonymously through questionnaires, surveys, and interviews. Ethics refers to the application of appropriate principles and behavior during a research project, with the goal of protecting human and animal subjects. Research ethics are described as the application of norms that safeguard both participants and researchers. Various disciplines and professional organizations use distinct sets of ethical guidelines (Miles et al., 2014).

#### **3.5.2 Principles of research ethics**

Five common principles of research ethics are: 1) Informed consent – where the researcher should ensure that participants are informed about the content, process, and their rights (Creswell, 2009, p. 23); 2) Protection of participants – that guards against violation of rights; and 3) Debriefing – where the researcher is responsible for providing participants with

professional advice to ensure that research participation does not cause distress. Markou (2017), page 6, asserts that confidentiality and anonymity should be protected to protect participants and their data. However, it is not guaranteed, particularly for those in violation of the law. 5) Deception entails the deliberate concealment of information from participants. The participant must be notified at the conclusion of data collection. Most professionals have "specified standards of ethics spanning from the rights of study participants to inappropriate interactions between researchers and participants." Markou (2017), page 2, argues further that various disciplines are governed by distinct codes of ethics. Medical research is founded on independence, the desire to do good, maleficence without the purpose to inflict damage, and justice to promote fairness and the "social distribution of benefits and costs" (Miles et al., 2014). Respect for people is included in the code to the degree that researchers must obtain permission to access a space and respondents' written authorization to participate in a study.

All subjects provided informed consent to the study. As the questionnaire was provided online to comply with the COVID-19 protocols on social distancing, lockdown, and document management, no hazards were found. The researcher created a poll that could be completed on a social media site to encourage greater participation.

### **The ethical role of the researcher**

The researcher was responsible for explaining to respondents the purpose of the study, that it was for doctoral studies, and how respondents were chosen (randomly from databases). It was explained that their participation was voluntary and that they might withdraw at any time. Their involvement suggested that they provided consent in writing. Participants were told that their information would be used exclusively for the purposes of this study. Before joining provincial departments, approval was provided by the authorities, in this case by the Director General of provincial departments. The researcher was responsible for informing respondents of their rights. Researchers must ensure that all participants' rights are respected and not violated. Appropriate accommodations should be made for all vulnerable groups, and professional assistance should be provided where necessary (Markou, 2017, p. 6). Miles et al. (2014, p. 56) believe that not just participants but also the researcher must be protected. Participants who violate the law may fear for their safety and threaten the researcher with legal action if their information is disclosed. This can impair data quality, as the researcher

may self-monitor the data or delete it from the conclusions (Miles et al., 2014).

The researcher should ensure that academic research is founded on trust, and the academic community thinks that the research reflects the genuine and impartial findings. Social research should require permission and interest from all parties by not exploiting the information gathered, maintaining a moral commitment towards participants, safeguarding privacy and confidentiality, and keeping participants anonymous, especially in cases involving legal or terrorist crimes.

The researcher was responsible for selecting respondents, distributing the questionnaire and survey, and conducting interviews. The researcher advised respondents of their rights and the confidentiality of their information. Miles et al. (2014), page 63, describe confidentiality as an agreement with a person regarding what may and may not be done with their data. Markou argues (2017, p. 6) that participants and their data should be kept personal and anonymous unless they provide informed consent. Respondents who pose a risk for psychological stress will be provided with counseling. After the survey, the results were compiled, described, interpreted, and analyzed to give study findings.

### **3.5.3 Reliability and validity of data**

In social research, reliability and validity are used to quantify success and failure or the quality of objects. It demonstrates the reliability of the research method and its results. Without rigor, the research cannot be trusted. Below is a description of the application of reliability and validity in the study.

#### **Reliability**

The degree to which a test consistently measures what it is intended to measure is its reliability. It indicates the extent to which the research may be reproduced under same conditions. The reliability of a test is measured by the consistency of its results across several observers and test components across time.

Testing reliability can be conducted by:

- Homogeneity – internal consistency: this employs an instrument's item-to-total correlation, also known as split-test reliability. Strong correlation indicates high reliability, while small correlation indicates the instrument's unreliability. The internal consistency of an instrument as measured by Cronbach is proportional to the average split-half correlations. Cronbach's coefficient is a number between 0 and 1. The acceptable range is more than or equal to 0.07.
- Stability – parallel or alternate form: test-retest in which the instrument is administered to the same individuals' multiple times under similar conditions. They are evaluated depending on their test score for each test they have taken. This section examines the relationship within the instrument. There must be a correlation greater than 0.3 to 0.5.
- Equivalence - Interrater reliability: obtaining identical test results when administered by various individuals (Allen et al., 2015).

Consistent application of the strategy can boost reliability. This study included standardized questionnaires that were the same for all participant categories. All participants were provided identical questionnaires containing identical items. To ensure dependability, the following measures were implemented:

- Electronic surveys were distributed to all participants (formally employed and beneficiaries).
- Structured interviews based on a questionnaire are done and responses are collected for qualitative data collection.
- The responses have been transmitted to the central repository.
- The researcher personally gathered the data.

### **3.5.4 Validity**

Validity relates to the precision of a measure and is used to judge the caliber of study. A high level of validity indicates that the outcomes will correlate to the actual characteristics of the physical world. Validity is assured if the measure is dependable; nevertheless,



dependability alone is insufficient to guarantee validity. Validity is determined through a comparison of results to other facts or theories.

Content validity – it measures if the instrument covers all the content in terms of variables. Does it measure what it is supposed to measure. Face validity is asking participants about their opinions and determining whether conclusions can be drawn from test scores in relation to the concepts under investigation. Content validity can be measured through:

- Homogeneity - when an instrument assesses a single construct - can be used to determine content validity.
- Convergence - instruments measure related ideas.
- Theory evidence is the proof that conduct resembles theoretical assertions.
- Criterion-related validity - the instrument assesses the same variables as the criterion. Correlation will reveal the degree to which various instruments measure the same variables.
- Construct validity - the degree to which the study's conclusions align with current theory and knowledge.
- Predictive validity - the ability to predict substantial differences across groups.
- Internal validity - experimental design
- External validity - reliability of results
- Convergent validity - instruments score similarly to one another on the same topics.

Validity in this study was determined throughout the development of data collecting instruments:

- The survey questionnaire was constructed such that all participants were required to reply to the same questions on a Likert scale of 1 to 5.
- All participants answered identical questions.
- The sampling procedure for all participants was random probability sampling, and each person had a high chance of being selected.
- The measurement of competency, attitudes, and characteristics in this study had a correlation with the causes of service delivery protests, since all three categories of participants provided identical responses.

- The questionnaire instrument for the study demonstrated convergence because the instruments for servicing employees and beneficiaries were comparable.

### 3.6 Conclusions

The research is situated within a service industry with an emphasis on the provision of public services. The majority of studies undertaken in this sector focuses on the government's service inadequacies. This study provides an overview of the role of public servants in service delivery and how their participation might result in either efficient service delivery or service delivery protests. Four provinces, including Gauteng, KwaZulu-Natal, Free State, and the Western Cape, as well as four departments within these provinces, including the Department of Education, Department of Health, Department of Social Development, and the Department of Human Settlements, provided the collected data.

Despite national, regional, and local service delivery legislation, South Africa is still recognized as a service protest nation, posing a difficulty for the South African government. Batho Pele is a South African law that encourages the efficient and effective delivery of services to citizens. It was enacted by the South African government in favor of high-quality service delivery to its citizens (1995). The distribution of essential resources such as water, sanitation, energy, infrastructure, land, and housing constitutes service delivery. Failure to provide these services could result in service delivery protests. This study focuses on the origins and effects of service delivery protests and how to eliminate them. In response to these questions, qualitative and quantitative data were collected utilizing a mixed-methods approach. This information was gathered through a questionnaire, a survey, and interviews. The information acquired would contribute to establishing, strengthening, and expanding South Africa's democracy and raise public officials' awareness of how their actions, attitudes, and labor bring value to the lives of citizens. To prove this, the researcher employed a mixed-methods research methodology, which was able to handle big, complicated samples.

In study, qualitative methods will increase the importance of employing words and language. The methodology relies on qualitative or inductive research and description. The qualitative dominant mixed method acknowledges that adding quantitative data to any

project will be beneficial. The chosen research approach will assist the purpose of the investigation. This study's primary purpose was to analyze service delivery in post-Apartheid South Africa in an effort to find a solution to service delivery protests. The researcher needed to comprehend why government employees do not comply with service delivery laws. The acquired data will be described using words in a language and categorized topics. To assure the validity of data, quantitative methods qualify responses based on frequencies, means, and standard deviations. In a mixed strategy, both qualitative and quantitative data will be triangulated in order to close the gaps between the two approaches. Using convergent parallel designs, qualitative and quantitative data are collected simultaneously, compared at the interface, and then interpreted in mixed-method research.

Design and approach will broaden and bolster the literature review and contribute to the published literature. Triangulation examines convergence, collaboration, and correspondence of results from both methods; complementary seeks elaboration, enhancement, illustration, and clarification of results; development uses results from one method to help develop the other method in sampling, implementation, and measurement decision; initiation identifies inconsistencies and contradictions from methods; expansion increases the breadth and depth of the inquiry by employing multiple methods. This study will investigate the causes and effects of service delivery and how service delivery protests might be eliminated in the context of Batho Pele principles using a mixed methodology. The research design is the general approach taken to answer the study topic. Designs may be descriptive, as in a case study; correlative, based on an observation; experimental, as in a field-controlled experiment; or review of the literature and meta-analysis. Study designs pertain to the selection of a research paradigm, methodology, data gathering method, and data analysis technique. A research paradigm is a shared set of beliefs and understandings among scientists regarding how problems should be comprehended and resolved. A paradigm defines how members of a research community comprehend phenomena and how to use a technique.

Quantitative approaches relate to numerical data expressed in amounts. The design may be experimental, a survey, or statistical to indicate that there is only one truth in the world. On the basis of the existence of many realities or truths, qualitative paradigm data is

created from words that convey meaning. Using terms with numerous meanings will result in subjectivity. The mixed method permits the integration of method, methodology, and paradigms to produce interactive mixed methods for research.

The population, which is referred to as the unit of analysis, is a frame for what is being investigated, which consists of four provinces and four sectors in South Africa. The population will consist of all personnel in the department's four sectors. The sample will consist of management or supervisory personnel, frontline employees, clients, and recipients of government services from each department in each province. The population is derived from the social cluster, which consists of departments crucial in implementing the Bill of Rights' provisions on fundamental services like as education, health, social development, and human settlements. The selection of participants was based on probability sampling. There were three distinct ways of probability sampling. Simple random sampling gives each individual an equal chance of being selected; multi-stage cluster sampling, in which the sample is selected in two or more stages since the population is so vast. The stratified probability strategy assures that study participants are relevant. Participants are directly involved in the day-to-day operations of government agencies or are direct beneficiaries of government services.

### **3.7 Summary**

The public service is structured as an open system with interrelated functions and interdependent functions. These are education Health social development and human settlement. A change in one department will affect the other department. This chapter would present the mixed method as the most suitable method for collection and analysis. The study intends providing government with the root causes of service delivery protests and how they will be eliminated. It is stated that the state had limited resources, however despite those limited resources the study will attempt to provide the SA government with solution on how service delivery protests may be eliminated.

The main issue is that 27 years lapse since democracy and South African citizens are still not happy about the services they are provided. Due to this they take their frustrations to

the streets. The research will ensure that South African Government and their departments are conversant with causes of service protest and potential solutions.

A research design is a plan that addresses the research topic. A good research design ensures that appropriate participants are selected to collect credible data and conduct adequate data analysis. Research design is the methodical selection and interpretation of the various components of a study. A research design involves the selection of a paradigm. A research paradigm is a shared set of beliefs and understandings among scientists regarding a problem that must be understood and resolved. Research is dominated by interpretivism, pragmatism, constructivism, positivism, and critical theory. Mixed method combines qualitative and quantitative approaches.

There is qualitative and quantitative research methodology which can be undertaken independently. Methodology is a comprehensive examination of a method employed in a particular field of study. A methodology is used to identify, select, process, and analyze topic-related information. The qualitative dominant method acknowledges that the adding of quantitative data can improve the quality of the data collected. The qualitative data collection is based on themes and explanations by concepts. Their data is collected through interviews. The quantitative method is based on measurement of quantities using statistical computation. Quantitative data can be collected through surveys and can be generalized across groups of individuals.

As Creswell and Clark (2011) noted, a single method cannot answer all questions that may arise during researching a topic. According to Creswell and Plano (2011), the structured approach aligns and establishes the needed consistency regarding the research process and objectives, design, methodology, and ethical requirements. The objective of integrating qualitative and quantitative research methods is to broaden and deepen the literature evaluation and findings, as well as to contribute to the published literature. According to Punch and Oancea (2014), structured quantitative questions and questionnaire design techniques are utilized to match the questionnaire with the structured method of inquiry. This will be accomplished using approaches to collect both qualitative and quantitative data using

a mixed method of triangulation. The primary reason is that both research methodologies have flaws; consequently, a blended method is used to reinforce both. Ram (2010) agrees that the complementarity of the two research designs will lessen their limitations, enhance the research process in order to answer the primary research question and sub-questions and allow the study to reach a conclusion. Taking data from one method and evaluating it to improve another. This methodology should help answer at least one question and obtain several validities legitimacy (Johnson & Christensen, 2012.)

The researcher may opt to combine both the qualitative and quantitative methods in a single study. This is known as a mixed method. The purpose of the mixed method being to reinforce the research conclusions. The mixed method is best used when the research questions respond to both qualitative and quantitative data collection. The mixed method is chosen because it has a potential to provide accurate data that would enable then SA government to make policy decisions. The mixed method is believed to be the most suitable approach for this investigation, as it will facilitate the handling of vast amounts of data and the need for generalization. Quantitative and qualitative strategies for mixed techniques encompass data transformation, typology, extreme case, and data fusion. The proponents of this approach concur that it allows for the integrated evaluated outcomes. The study would triangulate the data collected between the three types of participants, employees, beneficiaries, and interviewees. Triangulation confirms evidence from diverse individuals and closes the gap from both methods. This study adopted a convergence of findings.

Each research has a paradigm which is a philosophy that researchers employ to study a phenomenon. The paradigm for this mixed method is a mixture of the positivist and interpretivist approaches. The research process are activities the researcher embarks on in the process of undergoing a study. It includes developing research problem, developing hypothesis, conducting a literature review identifying a methodology and design, describing the population, sample and collecting and analyzing data and drawing conclusions, findings and providing conclusions.

The research focuses on the population as a selected number of frontline employees and their clients in four regions and four departments. A sample is a representative of those participants who are randomly selected. The sample would represent salary level 6-9 of frontline staff from Gauteng, Western Cape, KZN and Free State. The participating departments are Health Education, Human Settlement and Social Development. The sample size was determined proportionally as 10%40 % of the 250 population.

Participants are those individuals who are directly involved with citizens or directly involved with government officials as beneficiaries of government services. These individuals due to their interaction with government are well positioned to evaluate the services and the treatment they received. Respondents would complete an interview and a structured questionnaire. The interpretation and analysis would be based on a convergent parallel design in which qualitative and quantitative data are collected simultaneously, processed, and arranged in a table to highlight areas of agreement and disagreement. The subsequent results would include research problems, research gaps, and recommendations for further study.

A data collecting method is a procedure for systematically acquiring and measuring information about variables of interest. These include interviews, questionnaires, observations, document records, and focus groups. The collecting of descriptive data can be accomplished by observation, open-ended questionnaires, or interview questions. The collecting of data supplies researchers with the high-quality knowledge necessary for decision making and future research.

Bryman and Bell (2011) define questionnaire design as the process of creating the format and survey questions that will be used to collect data for a study. Questionnaires are printed forms used in survey designs to collect information from respondents through the use of questions. In this study, the questionnaire is intended to answer questions regarding the source and effect of service delivery, as well as the means by which they must be minimized.

Kumar (2015) clarifies that the wording and content of questions should be designed to increase respondents' willingness and ability to provide correct responses. Additionally, the study will identify qualitative themes and subthemes. The objective of questionnaires is to assess the respondents' behavior, attitudes, preferences, opinions, and intentions. Kothari (2014) suggests that the questionnaire's design should be consistent with both its utility in data collection and its intended validity, which will be influenced by individual questions. The interviewer asks organized questions, and the interviewee responds with structured answers. Interviews are conducted to get information on study aims.

The population consists of a total number of social cluster departments' managerial and frontline employees, as well as clients and recipients of government services across four provinces (Gauteng, KwaZulu-Natal, Free State and Western Cape). As opposed to the 10-40% stated by Bryan et al., the calculated sample size is 0.01% of the population (2002). As contrast to non-probability sampling, probability sampling is used to select the sample. The researcher would be able to generalize conclusions to all nine provinces of South Africa if sampling was based on probability. Participants are directly involved as both employees and recipients of services; hence, they would give a reliable measurement of the effects of service delivery.

The study presents the mixed technique of data analysis based on questionnaires, surveys, and interviews, employing the Likert scale (1&2 strongly disagree/disagree, 3 unsure, 4&5 agree/strongly agree). A scientific assessment of data to determine its quality is described as data. Statistical computations like means, standard deviation, graphs, and regression lines are used to describe the data.

The evaluation of the data should answer the study questions regarding the causes, effects, and eliminations of service delivery protests, and the results should either validate, refute, or challenge the hypothesis. According to the evaluation, both qualitative and quantitative data support the theory. There is minimal outward indication of ineptitude stemming from employees who are uncertain about the questions asked and the legislation they are supposed to implement as frontline staff but do not comprehend.



The research applied a chi-square test and data was plotted through inferential statistics, bar charts, frequencies tables based on agreements and disagreements of respondents. Quantitative data was evaluated and analyzed through themes. The main aim was to respond to the objectives of the study and research questions. Diverse responses were received and the association provided diverse outcomes. These will be discussed in the next chapter.

## Chapter 4: Data analysis and interpretations

### 4.1 Introduction

The purpose of this research section is to provide data analysis and interpretation of data gathered under the topic causes of service delivery protests in four provinces and four departments within the social cluster in post-Apartheid South Africa. From the standpoint of serving personnel and their clients, evidence will be gathered to determine if government departments are competent to fulfill their mandate of delivering efficient services to residents. In answering the study questions:

**What are the causes of service delivery?** The study will examine Government legislation, competence of employees, their attributes and traits and the existence of service delivery culture within frontline staff.

**What are the effects of service delivery protests?** The predetermines effects are derived from literature on service delivery protests as morale of citizens, quality of life, customer satisfaction and economic growth.

**How can service delivery protests be eliminated?** The suggested means to eliminate protests are through providing efficient services, providing feedback, and creating customer loyalty above all ensuring that frontline staff are competent to deliver the service.

**What is the appropriate cultural conduct of employees for service delivery?** These are aligned to the Batho-Pele believe sets of “We serve, We care and We Belong”.

**How does departments create an environment conducive for efficient service delivery?** The final question talks to the conducive service delivery environment Attributed to availability of budget, provisioning of enough human resources and employee development.

According to Shaidi (2013), dissatisfied citizens, delayed service delivery, and a lack of input on how departments are fulfilling their mandate are the root causes of service delivery protests. The study will also test the hypothesis that government employees are not competent to understand legislation and translate it into service delivery implementation

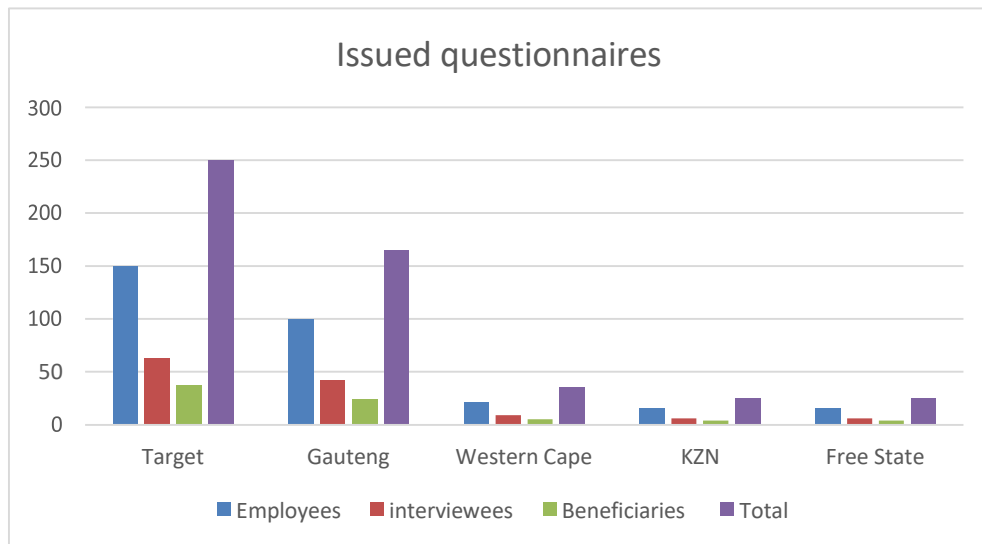
plans; 2) that they do not have a service delivery culture; 3) that government departments do not have a problem resolution and feedback loop to citizens.

The tool used to gather qualitative evidence is interviews. The objective of the interview is to collect information on research objectives. It also involves testing theories, proposing new ones, and investigating variable relations. Its purpose is to comprehend your respondents and learn about the interviewee. In research, interviews help the researcher better comprehend and investigate research subjects, viewpoints, behaviors, and occurrences. Interview questions for qualitative study should be open-ended to allow a discourse with respondents.

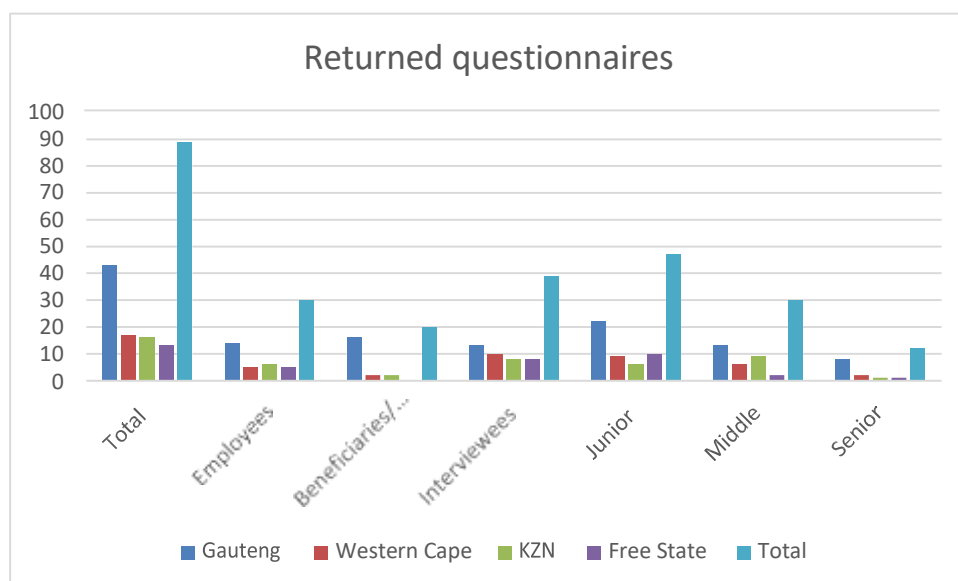
Quantitative data was collected through an electronic survey. The data collection survey questionnaire is intended to answer questions regarding the causes, impacts, and methods for minimizing service delivery protests (Bless et al., 2005). According to Saunders et al. (2012), causal research is acceptable when examining public views and attitudes. Causal research aims to demonstrate the effect of the relationship between variables. Cause and effect must converge for causality to exist. One cannot prove causality with a single case study; thus, the research will examine information from four provinces as a case study, to identify the causative consequences of the service delivery protests.

According to Silipigni et al. (2010), the survey strategy is frequently used with the deductive approach. It is one of the most effective and economical research methods. Bryman & Bell (2011) concur with Silipigni et al. (2010) that using the survey approach to acquire rich and reliable data is advantageous to the research procedure. Flick (2014) notes that surveys are typically employed in quantitative research initiatives. To answer the research objectives and questions, data was gathered using a structured survey questionnaire. According to McDonald et al (2022), a structured technique is one in which the content, order, and format of questions and answers have been predetermined. The format of the questionnaire usually consists of a combination of multi-choice and free choice, with the former requiring respondents to select a single alternative from a list and the latter permitting respondents to select one or more choices in rank order.

Burton & Mazerolle (2011) emphasize that survey research is a quantitative method with important characteristics: The variables of interest are measured using self-reports, and the data collection process enables the collection of large amounts of data that will be used to answer the research questions. According to McDonald et al (2022), quantitative analysis count the frequency of replies. For quantitative analytic, statistical tests, are organized and the analytical procedures are predetermined, therefore minimizing gaps and biases. The participant would respond to the questions in private without being required to reveal their identify; hence, they may be as candid as possible. A table detailing all issued and received questionnaires is figure 40 & 41 below.



*Figure 40: Issued Questionnaire*



*Figure 41: Returned Questionnaires*

*Table 15: Responses based on Variables studied*

<b>Variables</b>	<b>Causes</b>	<b>Effects</b>	<b>Elimination</b>	<b>Conduct</b>	<b>Environment</b>
Participations	142	147	149	114	64
Employees	63	71	70	51	64
Beneficiaries	39	39	40	27	21
Interviewees	40	37	39	36	26

The data was computed using the Statistical Package for the Social Sciences (SPSS) version 28 software program. According to Creswell (2009), the use of computerized computations carries a risk of increasing type one errors, which is the rejection of the null hypothesis that there is no statistically significant difference between the independent and dependent variables. To reduce risk of errors, the data was be summarized with a frequency distribution utilizing bar chart, pie charts, scatter diagrams, and correlations. The data was be presented in a manner that responds to research questions in accordance with the section's intent.

The chapter outline the demographic data to understand the presentiveness of the sample, then move to descriptive statistics, inferential statistics, the hypothesis. These findings are discussed below:

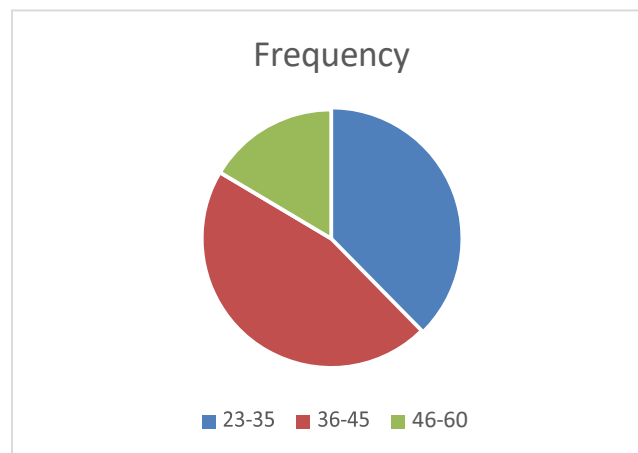
## **4.2 Demographical data (Respondents)**

The information from all the respondents who participated in the survey, and the interviews was analyzed in terms of age groups, gender, department, salary level and categories of respondents. The number of participants N= 89 however in other instances the recoded number is less because the participants did not respond to all the questions. This analysis will assist getting a clear picture of all participants and in some instances correlating the data with the responses to the research questions.

#### 4.2.1 Age groups of participants

*Table 16: Percentage participation(n-85)*

Answers question 1 : Ages	Frequency	%
23-35	32	34.8%
36-45	39	46.2%
46-60	14	21%



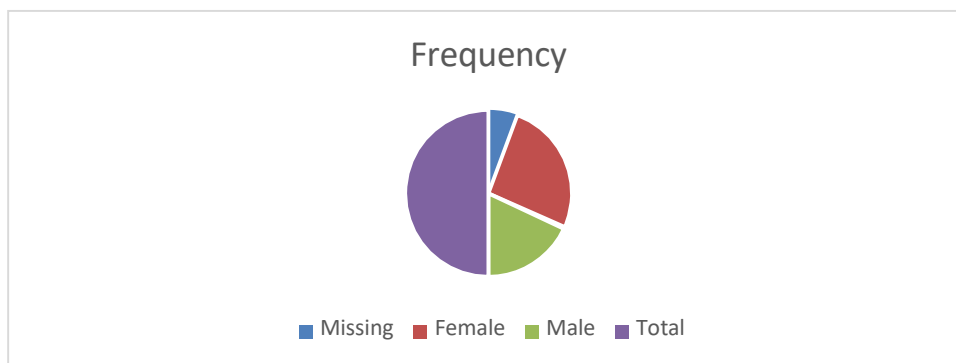
*Figure 42: Ages :participants frequencies*

The highest participants came from the 36-45 age groups with a mean of 39 and the median of 39 figure 42. The majority of participants are a combination of those that have exited the youth category as per the south African definition of youth. This group in South Africa are the most affected by unemployment, poverty and participate in service delivery protests.

#### 4.2.2 Gender of participants

*Table 17: Gender of participants(n-89)*

Gender	Frequency	%
Missing	10	11.2
Female	47	52.8
Male	32	36
Total	89	100



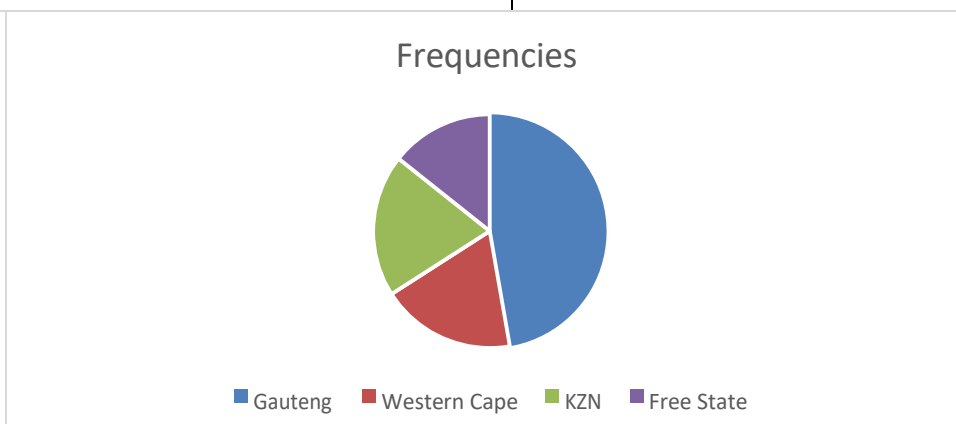
*Figure 43 Gender of Participants*

This category is looking at male and female participation across the four provinces. 47 females (26%) and 32 male (18%) participated in the study. There are 10 (6%) unidentified. This representation is an indication of the gender demographics female (50.6% and female (49,24% ) as in 2021( Statistics South Africa 2021) table 17 and figure 43.

#### 4.2.3 Geographic location of participants

*Table 18: Geographic location of participants(n-89)*

Province	Frequencies
Gauteng	43
Western Cape	17
KZN	18
Free State	13



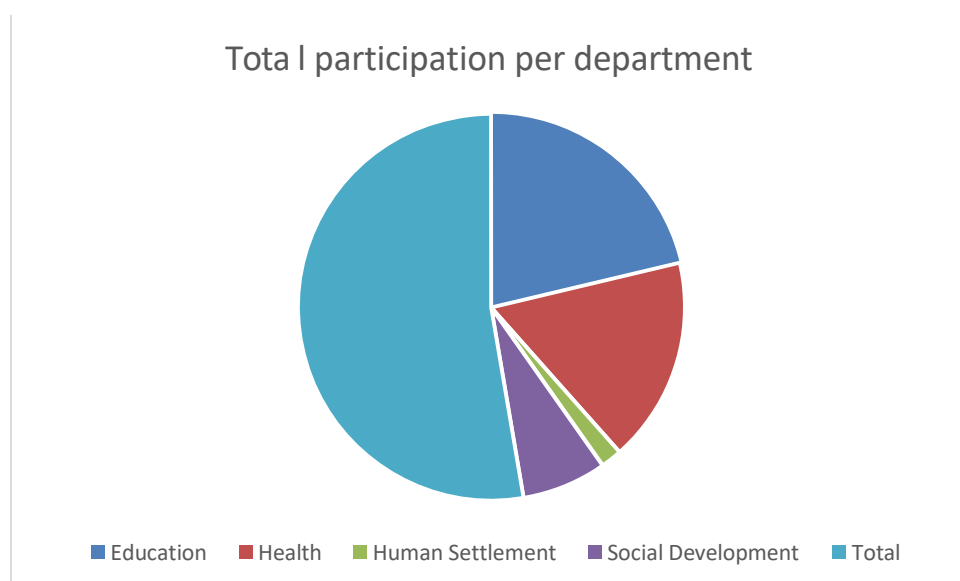
*Figure 44: Provincial participation*

The table above shows the participation at provincial level; Gauteng 43 participants; Western Cape 17 participants; KZN 16 participants and Free State 13 participants table 18; figure 44. These demographic reflect the current status of these provinces. Gauteng is the biggest province with the biggest economy referred to as the economic hub of South Africa. It has the highest service delivery protests. Western Cape is the second largest economy, however has a low service delivery protest. KZN is the average economy, however is the second tourism attraction and has low service delivery protests and Free State is the small economy and has a high recognition due to housing the Legal appeal Court of South Africa. It is semi-rural with low service delivery protests.

#### 4.2.4 Sector participation: Departments

*Table 19: Sector participation: Departments(n-89)*

Department	Total
Education	36
Health	29
Human Settlement	3
Social Development	12
Total	89



*Figure 45: Participation per department*



#### 4.2.5 Experience of participants: Salary level

*Table 20: Experience of participants: Salary level(n=89)*

Salary level	Frequency	%
Missing	3	3%
6-8	44	39%
9	42	37%
Total	89	79%



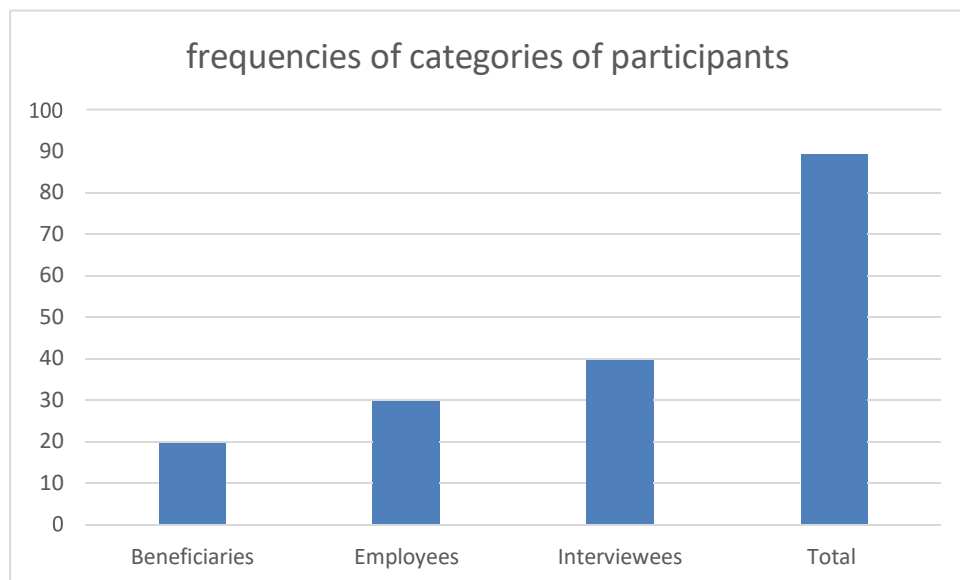
*Figure 46: Participation Salary levels*

The highest participants (44), come from junior Salary level 6-8, which is the actual entry level of frontline staff table 20 ; figure 46. Many frontline staff in the public service come from this category. The category has a high-level response of “not sure” on the Likert scale which is an indication of lack of knowledge or information at this level. The second category of participants (42) is supervisors or entry level management. The participation is good at this level. It must be stated that not all employees at this level are managers as this category is populated with professionals, who may manager should the opportunity arises.

#### 4.2.6 Categories of participants

*Table 21: Participants categories(n-89)*

Category	frequencies
Beneficiaries	20
Employees	30
Interviewees	39
Total	89



*Figure 47: Frequency of participants categories*

The above graph is an indication of the categories of respondents who were studied in this research table 21 ; figure 47. There are employees/ frontline staff who are the key participants (39) because they are government's service delivery vehicle. The second category of respondents are the government beneficiaries. These are individuals who are beneficiaries of government services or companies that are doing business with government departments. This category interacts with government front-line staff regularly therefore they are better positioned to evaluate government services. Because they are also part of the citizens, are central in participating in service delivery protests.

### Responses from Employees, Beneficiaries, and Interviewees

The respondents were asked to indicate to what extent they agree or disagree with the following variables as causes of service delivery protests on a Likert scale:

1-Strongly disagree

2-Disagree

3-Not sure

4-Agree

5-Strongly Agree

The Likert scale is combined into a three-point scale to give a clear illustration:

1-Disagree

2-Not sure

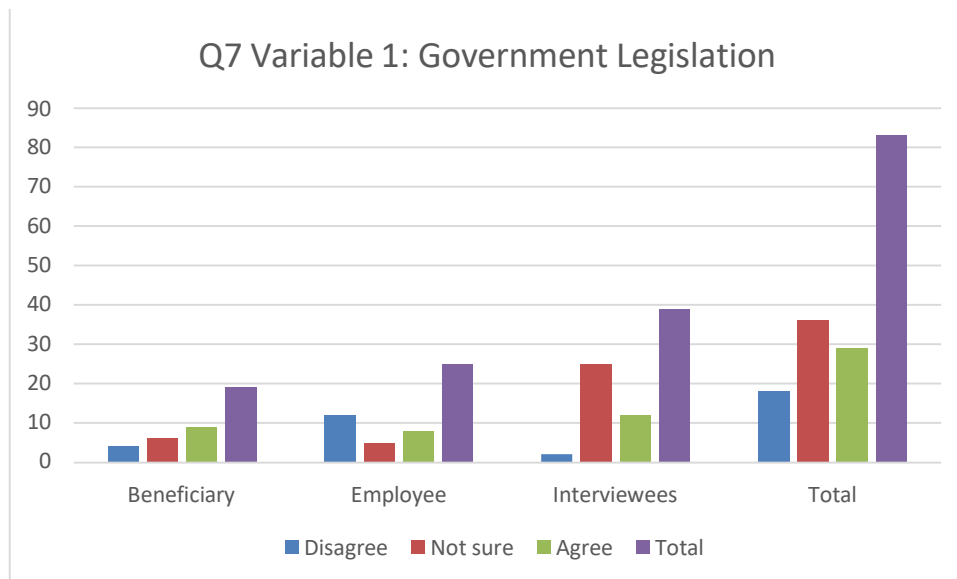
3-Agree

### Question 7 What are the causes of service delivery protests.

#### Question 7 Variable no 1: Government Legislation

*Table 22: Variable no 1: Government Legislation(n=83)*

Category	Disagree	Not sure	Agree	Total
Beneficiary	4	6	9	19
Employee	12	5	8	25
Interviewees	2	25	12	39
<b>Total</b>	<b>18</b>	<b>36</b>	<b>29</b>	<b>83</b>



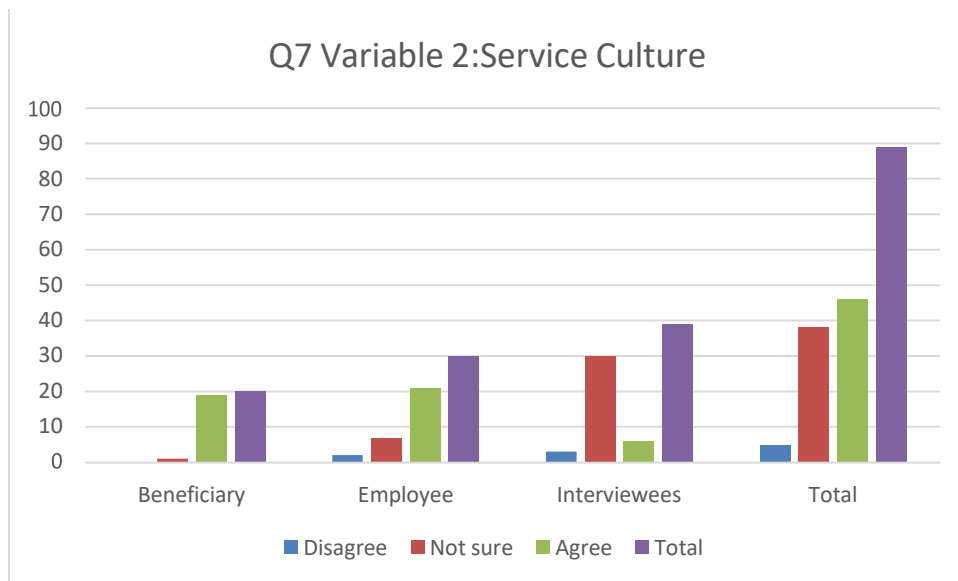
*Figure 48: Variable no 1: Government Legislation*

Majority of the participants are not sure whether government legislation causes service delivery, however there are 29 who agrees and 18 disagreements, table 22; figure 48. This shows that the participants are not conversant with the legislative framework the guides service delivery. It would be difficult for these individuals to interpret the legislation and implement it to ensure that citizens are served and protests minimised.

### Question 7 Variable 2 : Services Culture

*Table 23: Variable no 2: Service Culture(n-89)*

Category	Disagree	Not sure	Agree	Total
Beneficiary	0	1	19	20
Employee	2	7	21	30
Interviewees	3	30	6	39
<b>Total</b>	<b>5</b>	<b>38</b>	<b>46</b>	<b>89</b>



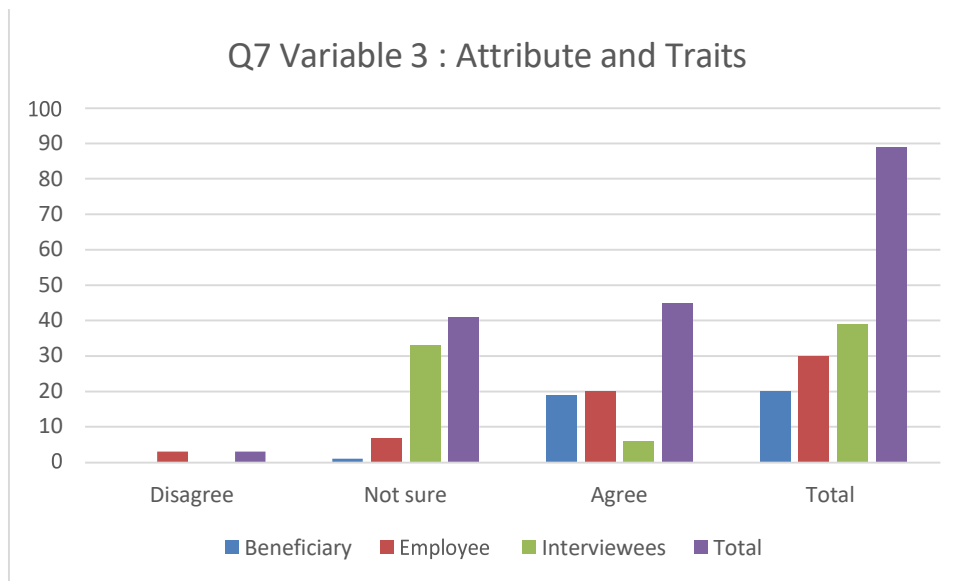
*Figure 49: Variable no 2: Service Culture*

The are 46 participants who agree mostly employees and beneficiaries, that service culture will cause service delivery protests, still 38 are not sure which are interviewees and only five disagrees table 23; figure 49. Employees with a high service delivery culture will go an extra mile to ensure that customers or client receive efficient services. This variable needs to be strengthened through employee development programmes.

### **Question7 Variable 3 Attributes and traits**

*Table 24: Variable 3 Attributes and traits(n-89)*

Category	Disagree	Not sure	Agree	Total
Beneficiary	0	1	19	20
Employee	3	7	20	30
Interviewees	0	33	6	39
<b>Total</b>	<b>3</b>	<b>41</b>	<b>45</b>	<b>89</b>



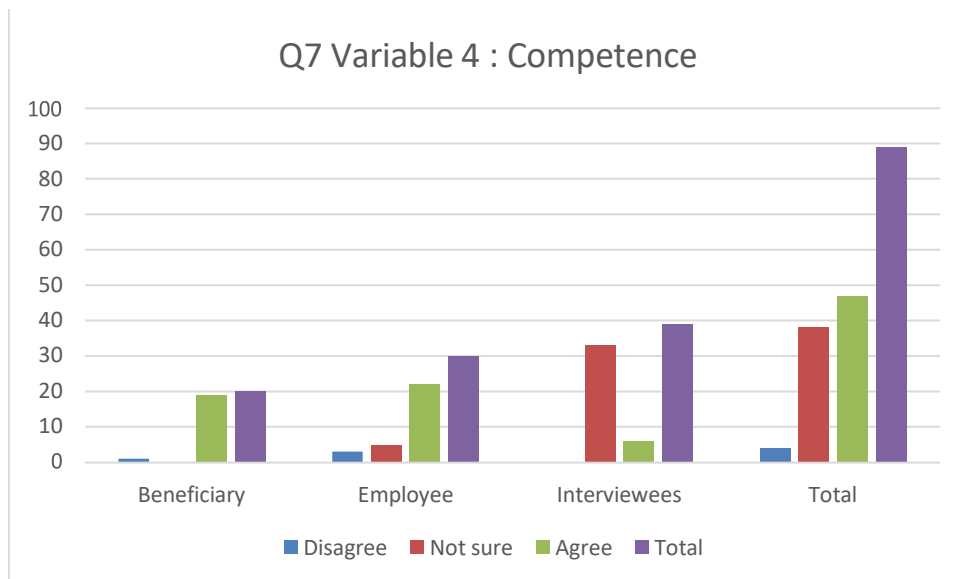
*Figure 50: Variable 3 Attributes and traits*

There are 45 participants, employees and beneficiaries who agree that employees' attributes and traits contribute to service delivery protests, 41 are not sure, mostly interviewees and very minimum disagreement which are not significant, table 24; figure 50. Attributes and traits are what a department should assess during recruitment process because it is not easy to be changed. Only individuals who are the best fit to the government environment should be employed.

#### **Question 7 Variable 4: Competence**

*Table 25: Variable 4: Competence(n-89)*

Category	Disagree	Not sure	Agree	Total
Beneficiary	1	0	19	20
Employee	3	5	22	30
Interviewees	0	33	6	39
<b>Total</b>	<b>4</b>	<b>38</b>	<b>47</b>	<b>89</b>



*Figure 51: Variable 4: Competence*

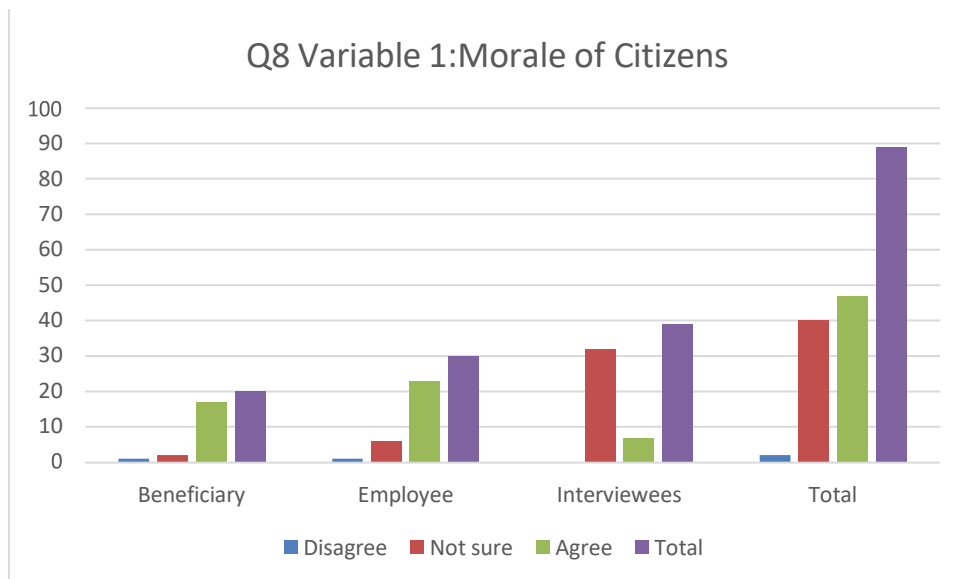
There are 47 participants who agree and 38 who are not sure that competence of frontline staff is key in service delivery and that incompetence may result in inferior service delivery that leads to service delivery protests table 25: figure 51. The front office is characterized by enquiries, queries, and high requests for information. It is important that employees who are servicing these areas be highly informed and knowledgeable, if not, it would create a lot of uncertainty and unhappiness amongst citizens and clients. Such a situation may lead to protests.

### Question 8 What are the effects of service delivery protests?

#### Question 8 Variable 1 Morale of citizens

*Table 26: Variable 1 Morale of citizens(n=89)*

Category	Disagree	Not sure	Agree	Total
Beneficiary	1	2	17	20
Employee	1	6	23	30
Interviewees	0	32	7	39
<b>Total</b>	<b>2</b>	<b>40</b>	<b>47</b>	<b>89</b>



*Figure 52: Variable 1 Morale of citizens*

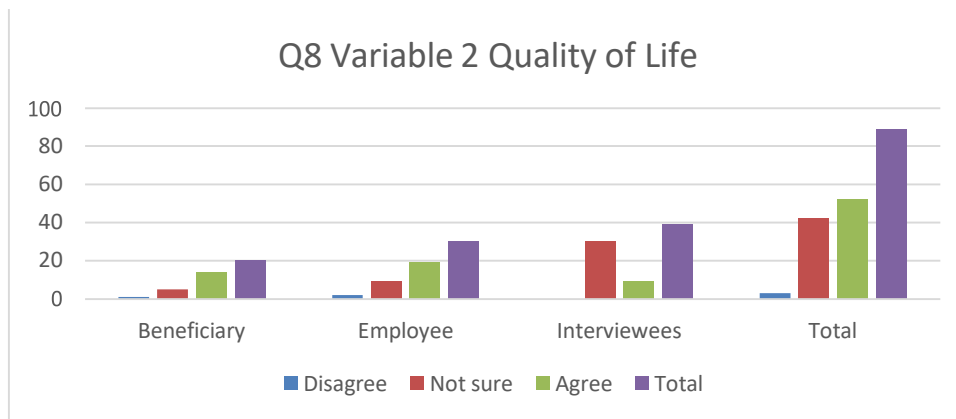
There are 47 participants, mostly employees who agree and 40 who are not sure that service delivery protests have effects on morale of citizens table 26 figure 52. This feeling coming from employees and beneficiaries is an indication that they share that same sentiments having to deal with the inconvenience caused by service delivery protest. Protests should be kept low to ensure that the citizens' emotions and mental health is stable.

### Question 8 Variable 2: Quality of life

*Table 27: Variable 2: Quality of life(n-89)*

Category	Disagree	Not sure	Agree	Total
Beneficiary	1	5	14	20
Employee	2	9	19	30
Interviewees	0	30	9	39
<b>Total</b>	<b>3</b>	<b>42</b>	<b>52</b>	<b>89</b>





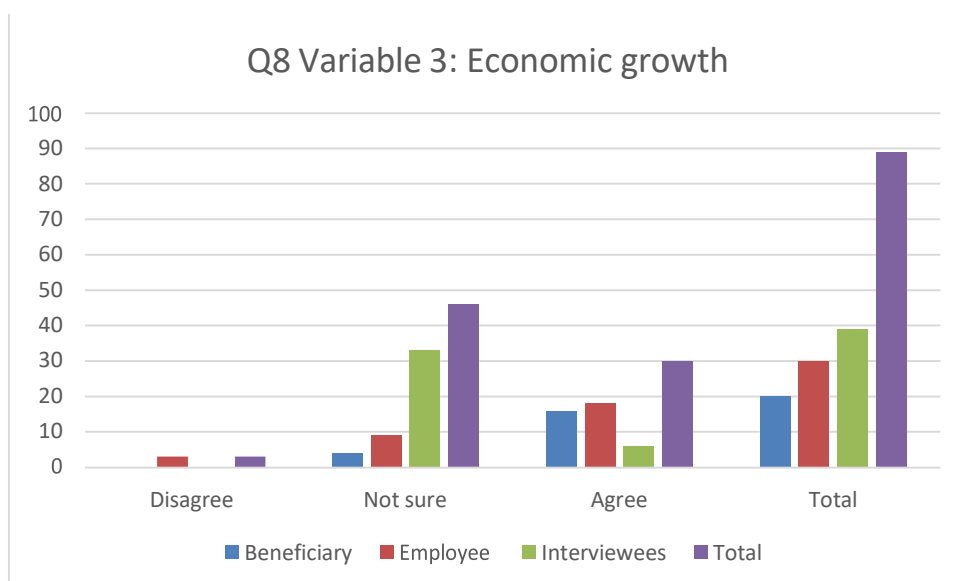
*Figure 53: Variable 2: Quality of life*

There are 52 participants who agree, 42 are not sure that service delivery protest may have effect on the quality of life table 27; figure 53. It is known that the majority of protest are violent and destructive. Whenever are properties destroyed it is the citizens who suffer more due to increase in taxes and no delivery as government, is faced with rebuilding the infrastructure.

### Question 8 Variable 3: Economic growth

*Table 28: Variable 3: Economic growth(n-89)*

Category	Disagree	Not sure	Agree	Total
Beneficiary	0	4	16	20
Employee	3	9	18	30
Interviewees	0	33	6	39
<b>Total</b>	<b>3</b>	<b>46</b>	<b>30</b>	<b>89</b>



*Figure 54: Variable 3: Economic growth*

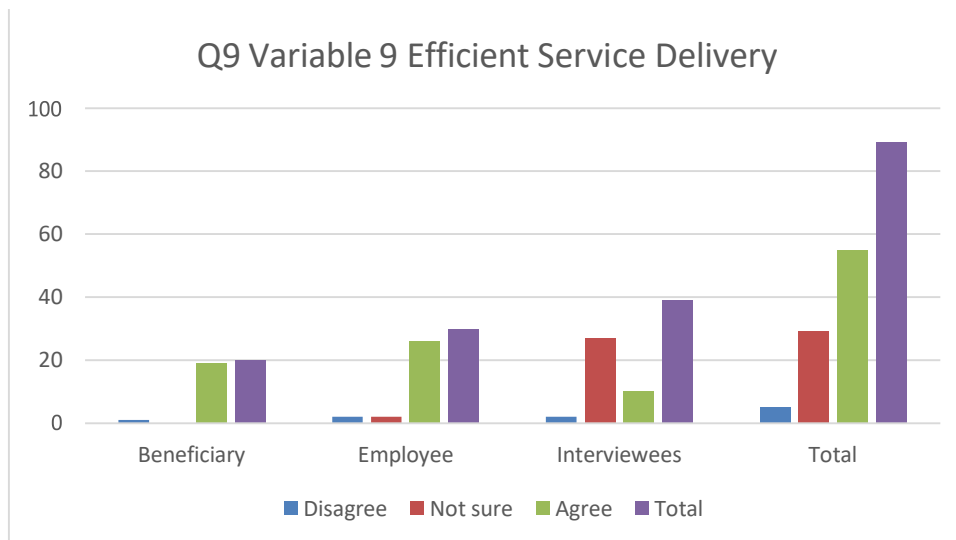
There are 46 participants who are not sure and 30 who agree that service delivery protests will affect economic growth of a company or country table 28: figure 54. The majority of the participants are junior staff who are not concerned about issues of national importance. There should be information sharing to ensure that even the lowest employee understands the importance of serving with decorum so that the country attracts investors and jobs are created to improve the per capita of the work force.

### **How can Service delivery protests be eliminated?**

#### **Question 9 Variable 9: Efficient Service Delivery**

*Table 29: Variable 9: Efficient Service Delivery(n=89)*

Category	Disagree	Not sure	Agree	Total
Beneficiary	1	0	19	20
Employee	2	2	26	30
Interviewees	2	27	10	39
<b>Total</b>	<b>5</b>	<b>29</b>	<b>55</b>	<b>89</b>



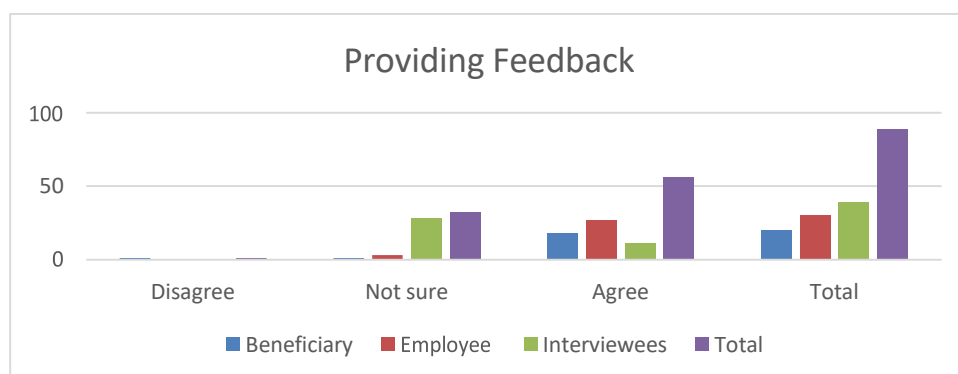
*Figure 55: Variable 9: Efficient Service Delivery*

There are 55 participants who agree, 29 are not sure that efficient service delivery will assist government to reduce service delivery protests, table 29: figure 55. Citizens need to be always served. If this can be done right South Africa would be a protest free country.

#### Question 9 Variable 2: Providing feedback.

*Table 30: Variable 2: Providing feedback. (n=89)*

Category	Disagree	Not sure	Agree	Total
Beneficiary	1	1	18	20
Employee	0	3	27	30
Interviewees	0	28	11	39
<b>Total</b>	<b>1</b>	<b>32</b>	<b>56</b>	<b>89</b>



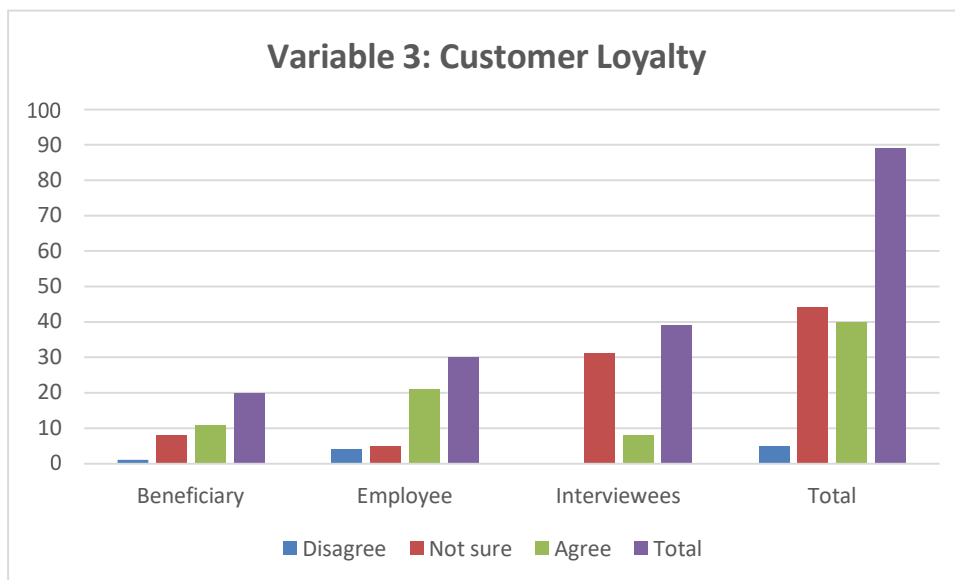
*Figure 56: Variable 2: Providing feedback*

There are 56 participants who agree, 32 are not sure that providing regular feedback may eliminate service delivery protests, table 30 figure 56. Statistics in the literature review showed that the implementation of “ntirisano” information sharing has reduced the protests significantly in Gauteng. I would believe that citizens need to be informed about what government is doing. The government needs to communicate even if it fails to achieve its target.

### Question 9 Variable 3: Customer Loyalty

*Table 31: Variable 3: Customer Loyalty(n-89)*

Category	Disagree	Not sure	Agree	Total
Beneficiary	1	8	11	20
Employee	4	5	21	30
Interviewees	0	31	8	39
<b>Total</b>	<b>5</b>	<b>44</b>	<b>40</b>	<b>89</b>



*Figure 57: Variable 3: Customer Loyalty(n-89)*

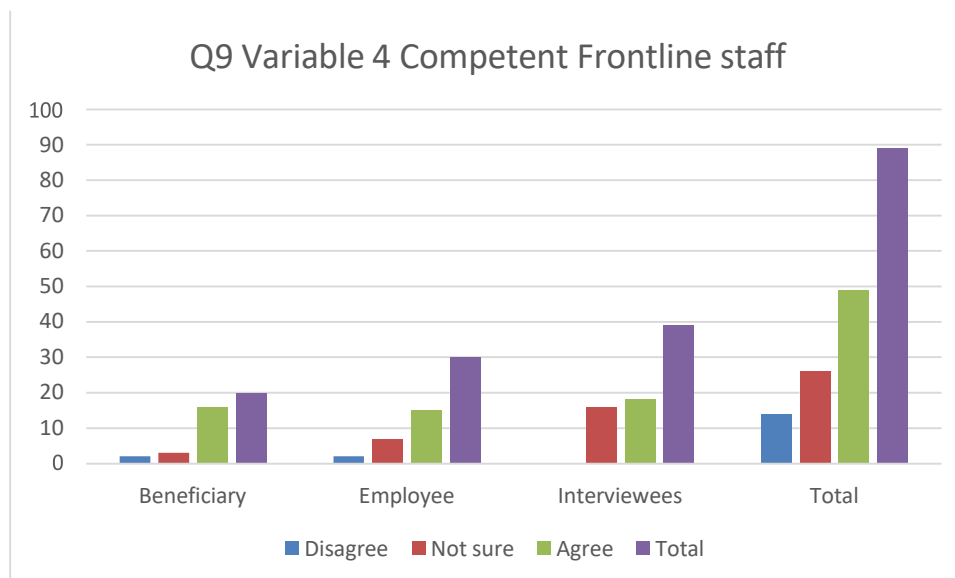
There are 44 participants who are not sure about customer loyalty and 40 who agree that if customers are loyal, they would rather communicate their frustrations than take them to the

street table 31; figure 57. This variable is not common in the public sector because of its nature of work. One can say that for this reason it is not a good measure of service delivery protest.

#### Question 9 Variable 4: Competent frontline staff

*Table 32: Variable 4: Competent frontline staff(n=89)*

Category	Disagree	Not sure	Agree	Total
Beneficiary	2	3	16	20
Employee	2	7	15	30
Interviewees	0	16	18	39
<b>Total</b>	<b>14</b>	<b>26</b>	<b>49</b>	<b>89</b>



*Figure 58: Variable 4: Competent frontline staff*

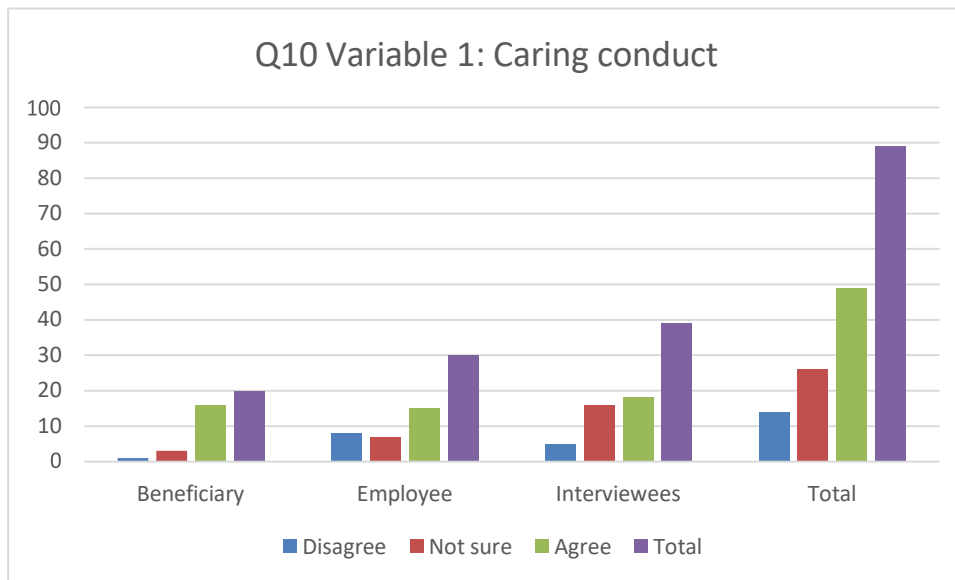
There are 49 participants who agree 6 are not sure, that competent frontline staff will eliminate service delivery protest table 32 figure 58. A competent employee is highly efficient and would make sure that all clients leave that department having answers or their issues resolved. When citizens are satisfied, there is no need to protest. Departments should ensure that their frontline staff are knowledgeable and competent.

### Question 10 What are employees' cultural conduct for service delivery?

#### Question 10 Variable 1: Caring conduct

*Table 33: Variable 1: Caring conduct(n-89)*

Category	Disagree	Not sure	Agree	Total
Beneficiary	1	3	16	20
Employee	8	7	15	30
Interviewees	5	16	18	39
<b>Total</b>	<b>14</b>	<b>26</b>	<b>49</b>	<b>89</b>



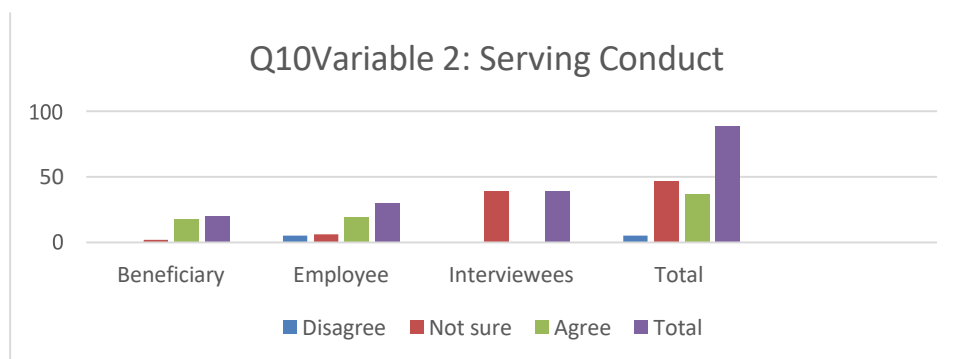
*Figure 59: Variable 1: Caring conduct*

There are 49 participants who agree 26 are not sure that employees require a caring cultural conduct to provide a good service to citizens, table 33 figure 59. A caring culture promotes an African philosophy of “ubuntu”. You are because I am. This promotes nation building. Culture can be taught therefore employees should be taught how to take good care of their communities.

### Question 10 Variable 2: Serving Conduct

*Table 34: Variable 2: Serving Conduct(n-89)*

Category	Disagree	Not sure	Agree	Total
Beneficiary	0	2	18	20
Employee	5	6	19	30
Interviewees	0	39	0	39
<b>Total</b>	<b>5</b>	<b>47</b>	<b>37</b>	<b>89</b>



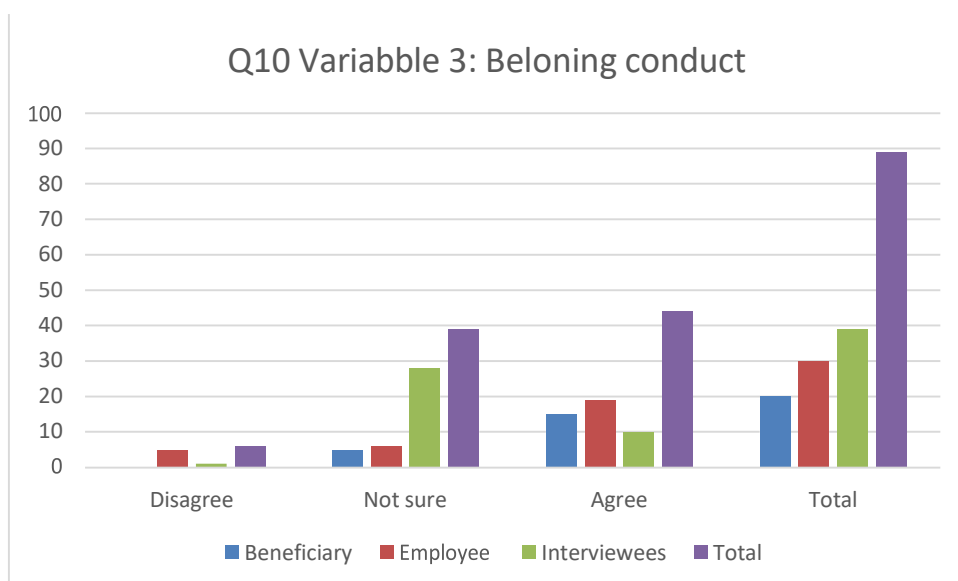
*Figure 60: Variable 2: Serving Conduct*

There are 47 participants who are not sure 37 agree that service delivery is about a service culture table 34 figure 60. If one is working in the public service and is not there to serve, then they are in a wrong place The public service is about providing services.

### Question 10 Variable 3 Belonging Conduct

*Table 35: Variable 3 Belonging Conduct(n-89)*

Category	Disagree	Not sure	Agree	Total
Beneficiary	0	5	15	20
Employee	5	6	19	30
Interviewees	1	28	10	39
<b>Total</b>	<b>6</b>	<b>39</b>	<b>44</b>	<b>89</b>



*Figure 61: Variable 3 Belonging Conduct*

There are 44 participants who agree and 39 are not sure that the culture of belonging is crucial to ensure that citizens are unified table 35 figure 61. Any employee is first a citizen before they become public servants. We all belong to communities.

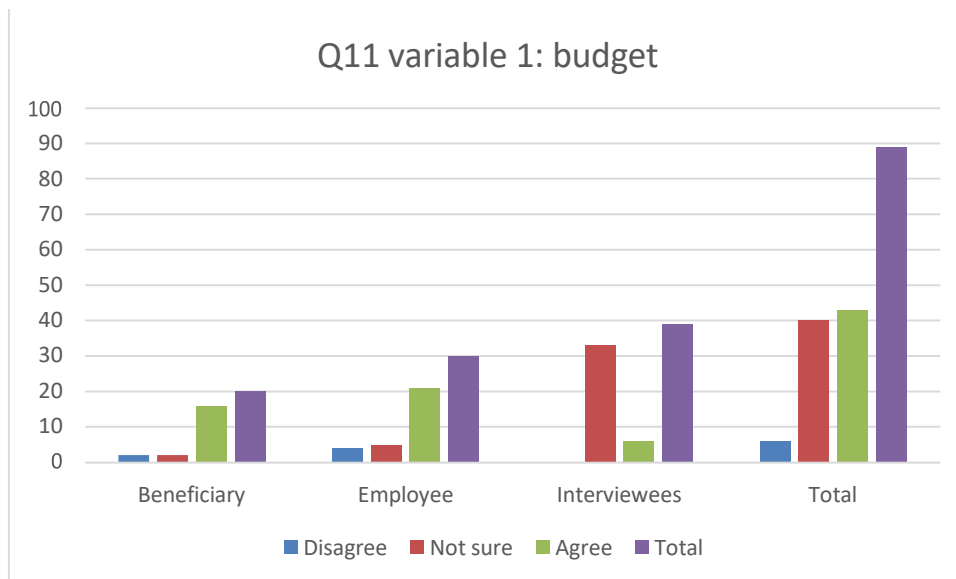
### **How do departments create a conducive environment for service delivery?**

#### **Question 11 Variable 1: Budget**

*Table 36: Variable 1: budget(n-89)*

Category	Disagree	Not sure	Agree	Total
Beneficiary	2	2	16	20
Employee	4	5	21	30
Interviewees	0	33	6	39
<b>Total</b>	<b>6</b>	<b>40</b>	<b>43</b>	<b>89</b>





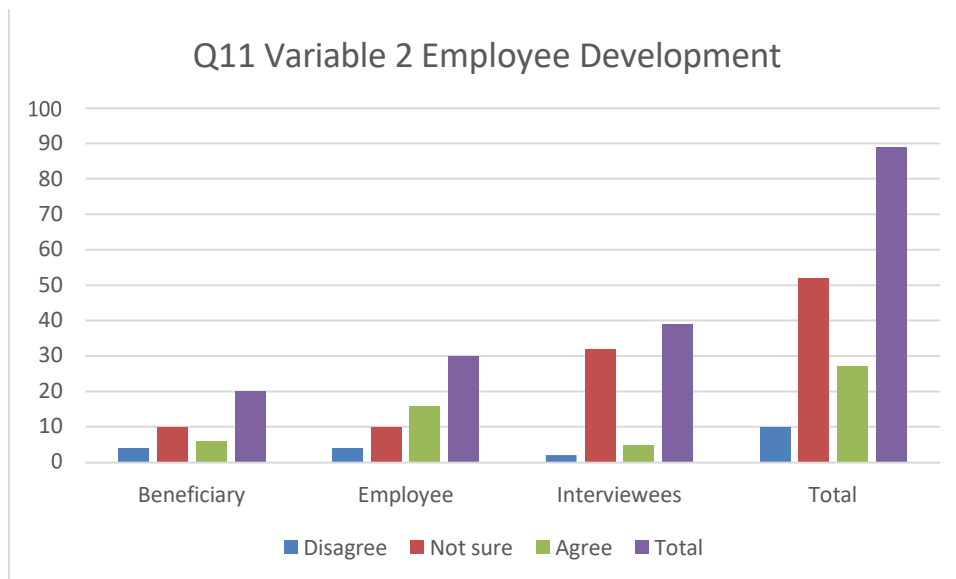
*Figure 62: Variable 1: budget*

There are 43 participants who agree and 40 who are not sure that the budget creates a conducive environment for service delivery table 36 figure 62. Service delivery is dependent on the budget. Services can only be implemented if the budget allows. Over or under expenditure is a misconduct in the public service. All employees at different levels should be taught budget utilization and expenditure controls.

### Question 11 Variable 2: Employee Development

*Table 37: Variable 2 Employee Development(n-89)*

Category	Disagree	Not sure	Agree	Total
Beneficiary	4	10	6	20
Employee	4	10	16	30
Interviewees	2	32	5	39
<b>Total</b>	<b>10</b>	<b>52</b>	<b>27</b>	<b>89</b>



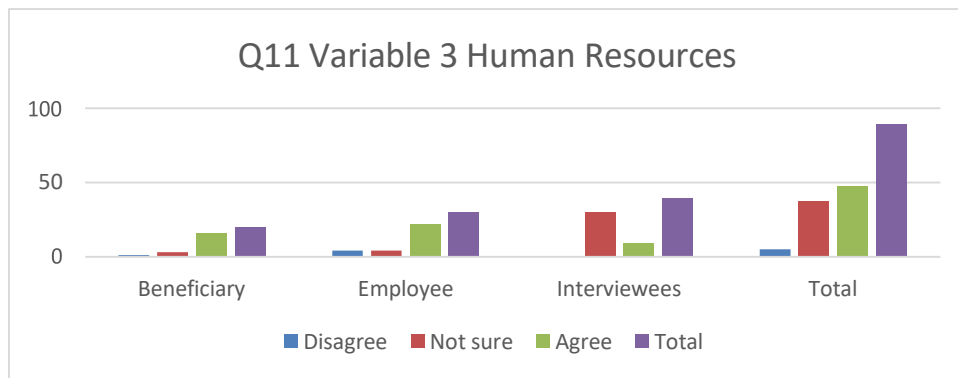
*Figure 63: Variable 2 Employee Development*

There are 27 participants who agree and 52 who are not sure that employee development is important for organizations to thrive table 37 figure 63. Employees are innovators and should be continuously developed and equipped with the latest technologies. This should be exercised by all departments if they aspire to grow.

### Question 11 Variable 3: Human Resources

*Table 38: Variable 3: Human Resources(n-89)*

Category	Disagree	Not sure	Agree	Total
Beneficiary	1	3	16	20
Employee	4	4	22	30
Interviewees	0	30	9	39
<b>Total</b>	<b>5</b>	<b>37</b>	<b>47</b>	<b>89</b>



*Figure 64: Variable 3 Human Resources*

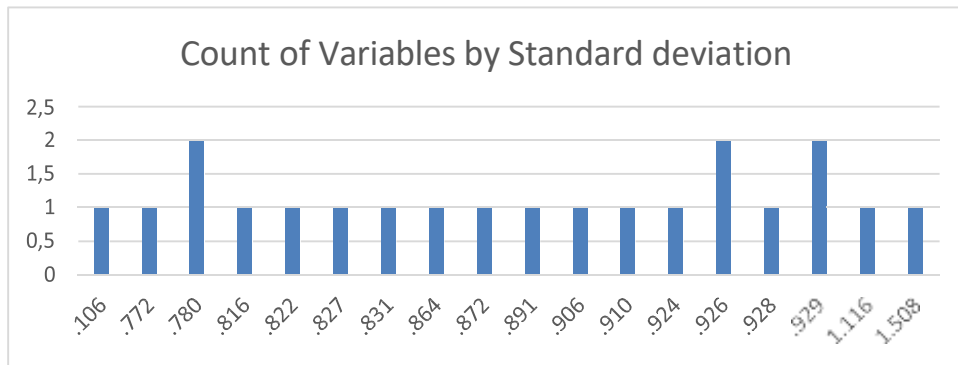
There are 47 participants who agree and 37 are not sure that services are conducted by Human resources therefore departments should have enough staff to deliver services table 38; figure 64. Without warm bodies in the service industry, there will be no services. We are not yet in the technological era of artificial intelligence where services can be operated by Robots, The services industry require people.

*Table 39: The Mean Median and standard deviations(n=89)*

Variables	Mean	Median	Standard deviation
Salary level	7.47	6.00	1.508
Government legislation – causes	3.27	3.00	1.116
Services culture- causes	3.58	4.00	.864
Attributes and traits- causes	3.66	4.00	.926
Competence -causes	3,78	4.00	.926
Morale- effects	3.67	4.00	.780
Quality of life - effect	3.71	4.00	.928
Morale- effect	3.67	4.00	.780
Quality of life- effect	3.71	4.00	.772

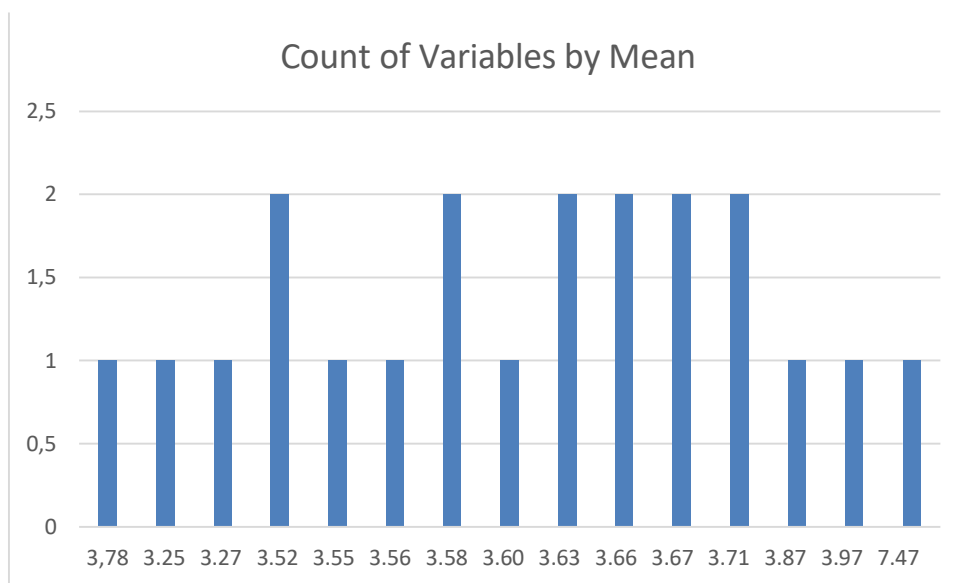
Customer satisfaction -effect	3.63	3.00	.831
Economic growth-effect	3.60	3.00	.822
Efficient service delivery elimination	3.63	4.00	.924
Provide feedback – elimination	3.97	4.00	.872
Customer loyalty-elimination	3.52	3.00	.827
Competent frontline staff	3.87	4.00	.910
Care- conduct	3.58	4.00	.106
Belong- 3.56conduct	3.56	3.00	.929
Serve- conduct	3.52	3.00	.906
Budget-environment	3.55	3.00	.929
Employee development	3.25	3.00	.816
Human resources	3.66	4.00	.891

This data table below tells us that the standard deviation indicates the degree of data dispersion around the mean. The standard deviation for this data is more below 1 and the dispersion is not too wide away from the mean.



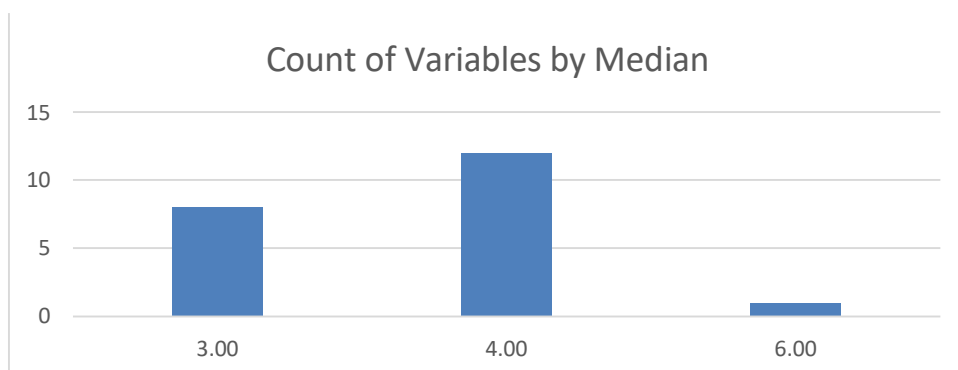
*Figure 65: Count of Variables by Standard deviation*

**The mean is an average of the data sets.**



*Figure 66: Count of Variables by Mean*

The median, which is the center point for the data distribution, shows that 12 variables have a median of 4 and 8 have a median of 4 and only one variable has a median of 6.



*Figure 67: Count of Variables by Median*

### 4.3 Descriptive Data analysis

The researcher conducted an association Assessment through chi-square analysis tool to determine if there are significant associations between the categories of variables. Chi-square shows the degree of freedom and the p-value and the symmetrical orientation of data. The degree of freedom talks to the number of variables that are independent. The p-value that is less than 0.05 indicates there is strong evidence to reject the null hypothesis and that there is significant association between the variables. A large p-value, greater than 0.05 indicates that there is not enough evidence to fail to reject the null hypothesis and that there is no significant association between the variables. The following table is an indication of associations that are significant:

*Table 40: Association: Departments with variables tested (n=89)*

Variables	Disagree	Not Sure	Agree	p-Value
<b>Government legislation-Causes</b>	<b>17</b>	<b>36</b>	<b>35</b>	<b>.002</b>
<b>Service culture-Causes</b>	<b>5</b>	<b>38</b>	<b>33</b>	<b>.506</b>
<b>Competence-Causes</b>	<b>52</b>	<b>21</b>	<b>26</b>	<b>.117</b>
<b>Attributes and Traits-Causes</b>	<b>44</b>	<b>28</b>	<b>17</b>	<b>.253</b>
<b>Morale -effects</b>	<b>2</b>	<b>40</b>	<b>47</b>	<b>.030</b>
<b>Quality of life -effect</b>	<b>2</b>	<b>37</b>	<b>50</b>	<b>.194</b>
<b>Customer satisfaction-effect</b>	<b>3</b>	<b>44</b>	<b>42</b>	<b>.087</b>
<b>Economic growth-effects</b>	<b>3</b>	<b>46</b>	<b>40</b>	<b>.500</b>
<b>Efficient service delivery-elimination</b>	<b>5</b>	<b>29</b>	<b>31</b>	<b>.621</b>
<b>Providing feedback-elimination</b>	<b>1</b>	<b>32</b>	<b>56</b>	<b>.009</b>

<b>Customer loyalty-elimination</b>	<b>5</b>	<b>44</b>	<b>40</b>	<b>.309</b>
<b>Competent frontline staff-elimination</b>		<b>30</b>	<b>55</b>	<b>.005</b>
<b>Care-conduct</b>	<b>14</b>	<b>26</b>	<b>49</b>	<b>.624</b>
<b>Belong-conduct</b>	<b>6</b>	<b>39</b>	<b>44</b>	<b>.027</b>
<b>Serve-conduct</b>	<b>5</b>	<b>47</b>	<b>37</b>	<b>3.23</b>
<b>Budget -environment</b>	<b>6</b>	<b>40</b>	<b>43</b>	<b>.624</b>
<b>Employee development-environment</b>	<b>10</b>	<b>52</b>	<b>27</b>	<b>.027</b>
<b>Human resources-environment</b>	<b>5</b>	<b>37</b>	<b>47</b>	<b>3.23</b>

The researcher analyzed data using the Pearson Chi-square to measure association between the departments and the variables tested. The cut-off point for the p-value is 0.05. The p-value of variable Government legislation for causes ( $p=.002$ ) and competent frontline staff for elimination ( $p=0.005$ ) is less than 0,05 and is an indication of association between government legislation-causes and competent frontline staff-elimination with the departments. Significantly more participants fall in the “not sure” and agree category with the different questions asked. There is no association between all the other variables and departments, p-value is greater than 0.05. Table 40 above

*Table 41: Association: Salary Level with variables tested (n-89)*

<b>Variables</b>	<b>Disagree</b>	<b>Not Sure</b>	<b>Agree</b>	<b>p-Value</b>
<b>Government legislation-Causes</b>	<b>17</b>	<b>33</b>	<b>35</b>	<b>.124</b>
<b>Service culture-Causes</b>	<b>5</b>	<b>37</b>	<b>44</b>	<b>.59</b>
<b>Competence-Causes</b>		<b>36</b>	<b>46</b>	<b>.003</b>
<b>Attributes and Traits-Causes</b>	<b>441</b>	<b>28</b>	<b>17</b>	<b>.014</b>

<b>Morale -effects</b>	<b>22</b>	<b>38</b>	<b>46</b>	<b>.006</b>
<b>Quality of life -effect</b>	<b>2</b>	<b>34</b>	<b>50</b>	<b>.087</b>
<b>Customer satisfaction-effect</b>	<b>1</b>	<b>44</b>	<b>42</b>	<b>.001</b>
<b>Economic growth-effects</b>	<b>3</b>	<b>44</b>	<b>24</b>	<b>.16</b>
<b>Efficient service delivery-elimination</b>	<b>5</b>	<b>27</b>	<b>54</b>	<b>.015</b>
<b>Providing feedback-elimination</b>	<b>1</b>	<b>29</b>	<b>56</b>	<b>.189</b>
<b>Customer loyalty-elimination</b>	<b>5</b>	<b>42</b>	<b>39</b>	<b>.067</b>
<b>Competent frontline staff-elimination</b>	<b>4</b>	<b>29</b>	<b>53</b>	<b>.221</b>
<b>Care-conduct</b>	<b>14</b>	<b>35</b>	<b>47</b>	<b>.756</b>
<b>Belong-conduct</b>	<b>6</b>	<b>36</b>	<b>44</b>	<b>.700</b>
<b>Serve-conduct</b>	<b>5</b>	<b>44</b>	<b>37</b>	<b>.128</b>
<b>Budget</b>	<b>6</b>	<b>37</b>	<b>43</b>	<b>.041</b>
<b>Employee development-environment</b>	<b>9</b>	<b>51</b>	<b>26</b>	<b>.153</b>
<b>Human resources-environment</b>	<b>5</b>	<b>34</b>	<b>49</b>	<b>.061</b>

The table above shows the association between employee's salary level and the variables tested. There are two associations namely competence-causes ( $p=.003$ ) is less than  $p=0.05$  and customer satisfaction-effects ( $p=.001$ ) less than  $p=0.05$  is an indication of association between competent-causes and customer satisfaction-effects and salary levels. Significantly more participants fall in the "not sure" and agree category with the different questions asked. There is no association between all the other variables and salary levels,  $p$ -value is greater than 0.05. Table 41



*Table 42: Association: Provinces and variables tested(n-89)*

<b>Variables</b>	<b>Disagree</b>	<b>Not Sure</b>	<b>Agree</b>	<b>p-value</b>
<b>Government legislation-Causes</b>	<b>17</b>	<b>36</b>	<b>35</b>	<b>.308</b>
<b>Service culture-Causes</b>	<b>5</b>	<b>38</b>	<b>46</b>	<b>.639</b>
<b>Competence-Causes</b>	<b>4</b>	<b>38</b>	<b>47</b>	<b>.120</b>
<b>Attributes and Traits-Causes</b>	<b>44</b>	<b>28</b>	<b>45</b>	<b>.495</b>
<b>Morale -effects</b>	<b>2</b>	<b>40</b>	<b>37</b>	<b>.175</b>
<b>Quality of life -effect</b>	<b>2</b>	<b>37</b>	<b>50</b>	<b>.175</b>
<b>Customer satisfaction-effect</b>	<b>3</b>	<b>44</b>	<b>42</b>	<b>.130</b>
<b>Economic growth-effects</b>	<b>3</b>	<b>46</b>	<b>50</b>	<b>.617</b>
<b>Efficient service delivery-elimination</b>	<b>5</b>	<b>29</b>	<b>55</b>	<b>.341</b>
<b>Providing feedback-elimination</b>	<b>1</b>	<b>32</b>	<b>56</b>	<b>.644</b>
<b>Customer loyalty-elimination</b>	<b>5</b>	<b>44</b>	<b>40</b>	<b>.340</b>
<b>Competent frontline staff-elimination</b>	<b>4</b>	<b>30</b>	<b>56</b>	<b>.107</b>
<b>Care-conduct</b>	<b>14</b>	<b>26</b>	<b>54</b>	<b>.742</b>
<b>Belong-conduct</b>	<b>6</b>	<b>39</b>	<b>44</b>	<b>.396</b>
<b>Serve-conduct</b>	<b>5</b>	<b>47</b>	<b>37</b>	<b>.648</b>
<b>Budget -environment</b>	<b>6</b>	<b>40</b>	<b>43</b>	<b>.259</b>
<b>Employee development-environment</b>	<b>10</b>	<b>52</b>	<b>27</b>	<b>.225</b>
<b>Human resources-environment</b>	<b>5</b>	<b>37</b>	<b>47</b>	<b>.383</b>

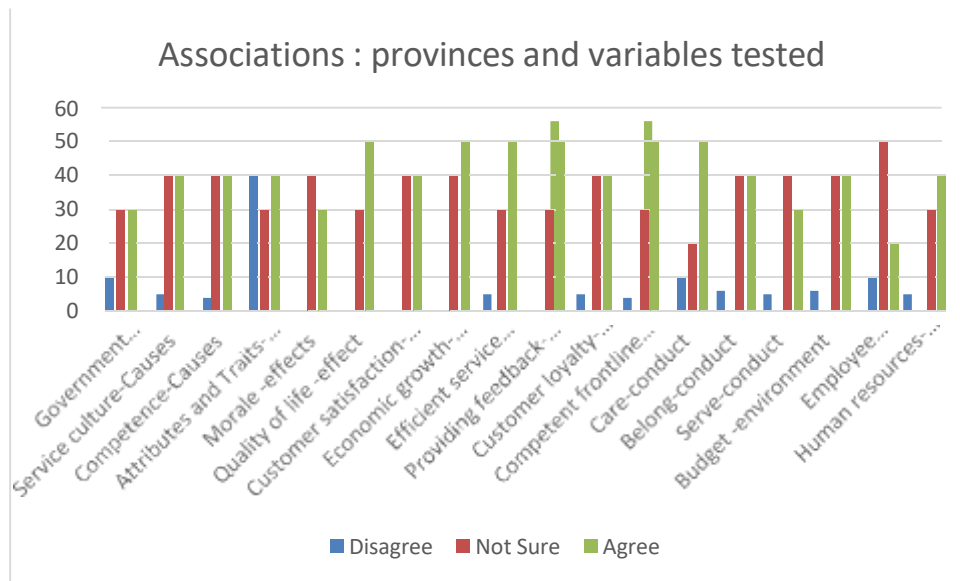


Figure 68: Association: Provinces and variables tested

The table above is an illustration of an assessment conducted to check the similarities and differences between provinces based on the variables tested. The data tell us that there is no association between the provinces which means that they are all the same. The  $p$ -value is greater than 0.05. Significantly more participants fall in the “not sure” and agree category with the different questions asked. There is no association between all the other variables and provinces  $p$ -value is greater than 0.05. Table 42 figure 68

Table 43: Gauteng Province

Variable	Disagree	Not Sure	Agree	p-value	Influential variables
<b>Government legislation-Causes</b>	<b>10</b>	<b>15</b>	<b>19</b>	<b>.308</b>	<b>13.06</b>
<b>Service culture-Causes</b>	<b>3</b>	<b>17</b>	<b>24</b>	<b>.639</b>	<b>11.73</b>
Competence-Causes	3	14	27	.120	8.46
Attributes and Traits-Causes	1	17	26	.495	8.60
Morale -effects	2	14	28	.175	7.73
Quality of life -effect	2	11	31	.175	8.73

Customer satisfaction-effect	2	19	23	.130	8.60	
Economic growth-effects	2	19	23	.617	8.60	
Efficient service delivery-elimination	3	9	32	.341	13.87	
Providing feedback-elimination	1	11	32	.644	8.87	
Customer loyalty-elimination	4	18	22	.340	12.87	
Competent frontline staff-elimination	3	9	22	.107	9.46	
Care-conduct	9	10	25	.742	14.46	
Belong-conduct	4	16	24	.396	12.6	
Serve-conduct	0	8	4	.648	13.87	
Budget -environment	0	10	9	.259	13.40	
Employee development-environment	6	22	15	.225	14.73	
Human resources-environment	5	13	26	.383	13.83	

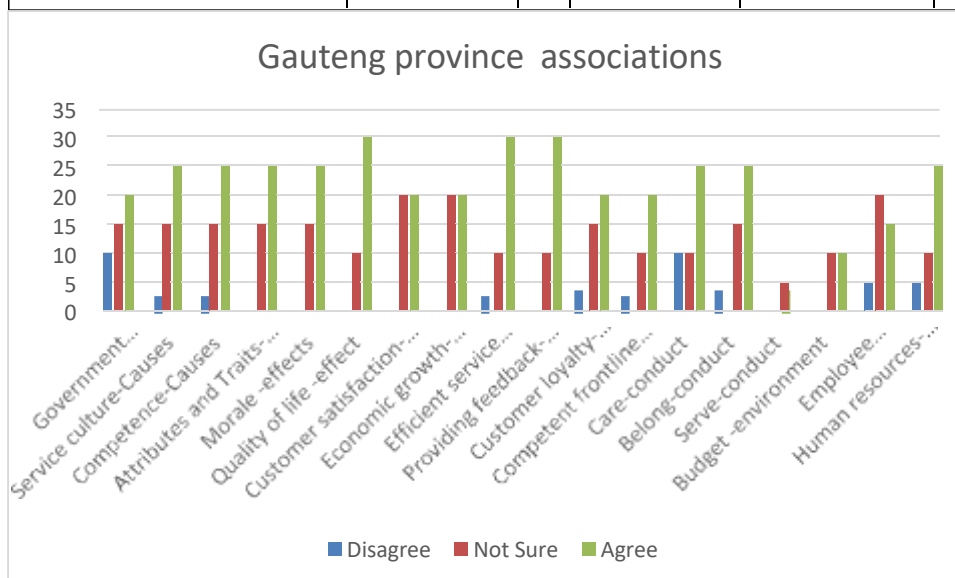


Figure 69: Gauteng Province

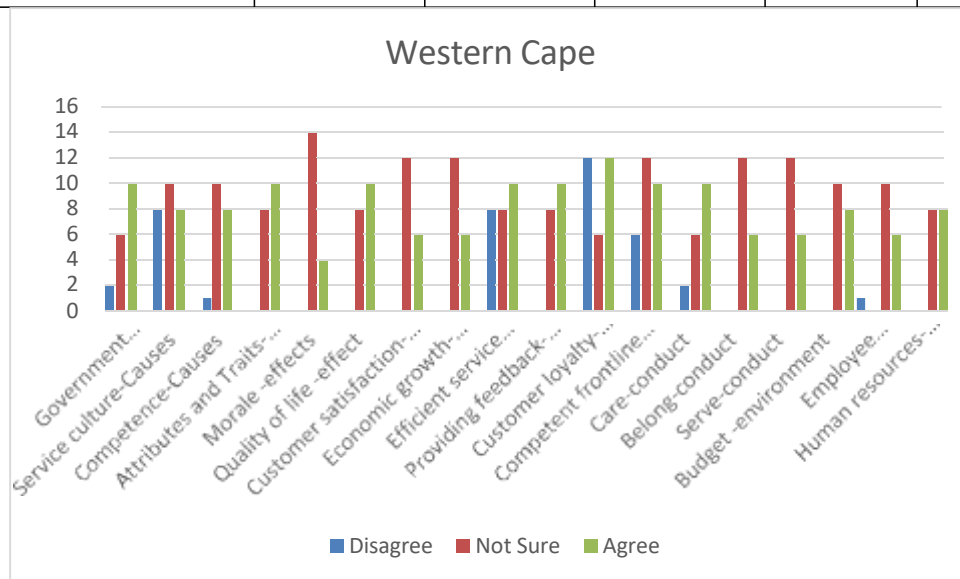
Gauteng is the highest participating province (49%) in this study. The p-values of all variables as per the table above is greater than the 0.05 cut off for significance. It means that Gauteng Province has no significant association with all the variables tested. The variables that are influential have a value above 10 as a difference between the observed counts and the expected counts. They are Government legislation (13.06), services Culture (11.73) as causes of service delivery protests. However, there are a total of 19 participants who agree, 16 who are not sure and only 11 who disagree. efficient service delivery as having a potential to eliminate protests is essential (13.87) is supported by 11 participants and 8 are not sure and 8 who disagree Customer loyalty is influential variable (12.87) with 13 participants who agree and 6 not sure and 13 disagree that it can eliminate service delivery protests. Caring cultural conduct has an influential score of (14.46) with 10 participants agreeing, and six not sure and no disagreement. Belonging cultural conduct has an influential score of (12.6) however 12 participants are not sure and only 7 agree with no disagreements. Serving cultural conduct has an influential score of (13.87) with 13 participants who are not sure and 6 agreeing and no disagreement. Employee development has an influential score of (14.71) there are 11 participants who are not sure 7 agrees and 1 disagrees. Human resources have an influential score of 13.83 and 9 participants are not sure and 9 agree with no disagreements. Table 43 figure 69.

Gauteng beliefs in providing efficient service delivery, their employee has a service delivery culture with a combination of caring, belonging and serving cultural conduct. The participants belief in employee development, provision of enough human resources and budget for service delivery. However, there is a high level of employees who are not sure about issues. This is a sign of lack of knowledge or information on their job. It would highly important that Gauteng strengthens it employee skills development.

Table 44: Western Cape Province

Variable	Disagree	Not Sure	Agree	p-value	Influential variables
<b>Government</b>	<b>3</b>	<b>6</b>	<b>10</b>	<b>.308</b>	<b>13.06</b>
<b>legislation-Causes</b>					
<b>Service culture-Causes</b>	<b>8</b>	<b>10</b>	<b>9</b>	<b>.639</b>	<b>11.73</b>
<b>Competence-Causes</b>	<b>1</b>	<b>10</b>	<b>9</b>	<b>.120</b>	<b>8.46</b>
<b>Attributes and Traits-Causes</b>	<b>0</b>	<b>9</b>	<b>10</b>	<b>.495</b>	<b>8.60</b>
<b>Morale -effects</b>	<b>0</b>	<b>14</b>	<b>5</b>	<b>.175</b>	<b>7.73</b>
<b>Quality of life -effect</b>	<b>0</b>	<b>9</b>	<b>10</b>	<b>.175</b>	<b>8.73</b>
<b>Customer satisfaction-effect</b>	<b>0</b>	<b>12</b>	<b>7</b>	<b>.130</b>	<b>8.60</b>
<b>Economic growth-effects</b>	<b>0</b>	<b>12</b>	<b>7</b>	<b>.617</b>	<b>8.60</b>
<b>Efficient service</b>	<b>8</b>	<b>8</b>	<b>11</b>	<b>.341</b>	<b>13.87</b>
<b>delivery-elimination</b>					
<b>Providing feedback-elimination</b>	<b>0</b>	<b>8</b>	<b>11</b>	<b>.644</b>	<b>8.87</b>
<b>Customer loyalty-elimination</b>	<b>13</b>	<b>6</b>	<b>13</b>	<b>.340</b>	<b>12.87</b>
<b>Competent frontline staff-elimination</b>	<b>7</b>	<b>12</b>	<b>10</b>	<b>.107</b>	<b>9.46</b>
<b>Care-conduct</b>	<b>3</b>	<b>6</b>	<b>10</b>	<b>.742</b>	<b>14.46</b>
<b>Belong-conduct</b>	<b>0</b>	<b>12</b>	<b>7</b>	<b>.396</b>	<b>12.6</b>
<b>Serve-conduct</b>	<b>0</b>	<b>13</b>	<b>6</b>	<b>.648</b>	<b>13.87</b>
<b>Budget -environment</b>	<b>0</b>	<b>10</b>	<b>9</b>	<b>.259</b>	<b>13.40</b>
<b>Employee</b>	<b>1</b>	<b>11</b>	<b>7</b>	<b>.225</b>	<b>14.73</b>
<b>development-environment</b>					

<b>Human resources-environment</b>	<b>0</b>	<b>9</b>	<b>9</b>	<b>.383</b>	<b>13.83</b>
------------------------------------	----------	----------	----------	-------------	--------------



*Figure 70: Western Cape Province*

The western cape is the second participating province in the study. The province has a p-value greater than 0,05 indicating no association with the variables tested. The influential variables are the same across all provinces, however the differences are visible on the cross tabulation on the Likert scale. There are 10 participants who agree, 6 not sure and 3 who disagree that government legislation may cause service delivery. There are 9 who affirm, 10 who are not sure and 8 who disagree that efficient service delivery may eliminate service delivery protests. There are 11 participants who agree, 8 disagrees and 8 not sure that efficient service delivery may eliminate service delivery protests. There are 13 participants who support customer loyalty, 6 are not sure and 13 who disagree. Caring cultural conduct is supported by 10 participants, 6 are not sure and 3 disagree. The belonging cultural conduct has a score of 12 not sure with only 7 agreeing, serving conduct is supported by 6 participants and a big 13 is not sure. There are 9 who support budget and 10 who are not sure, 7 support employee development and 11 are not sure. There are 9 who support human resource provisioning and 9 who are not sure, table 44 figure 70.

There are more participants that feel government legislation service delivery culture are a problem in service delivery. Aligned to the responses on qualitative data that service delivery legislation is difficult to implement. The participant feels that caring as a cultural conduct is good enough to deliver efficient services. However, they have no knowledge of

how belonging and serving contribute to service delivery. If participants do not understand the Batho Pele belief sets, they will not understand the Batho Pele principles. They are also not sure if employee development can make the environment conducive for service delivery, they agree on human resource provisioning as key. The level of uncertainty is a concern for Western cape as well. The high level of support of customer loyalty indicates a high customer centric approach. The Western Cape should give special attention to skilling employees of service delivery legislation as the basis for service delivery.

*Table 45: KZN Province*

Variable	Disagree	Not Sure	Agree	p-value	Influential variables
<b>Government legislation-Causes</b>	<b>3</b>	<b>6</b>	<b>5</b>	<b>.308</b>	<b>13.06</b>
<b>Service culture-Causes</b>	<b>1</b>	<b>6</b>	<b>7</b>	<b>.639</b>	<b>11.73</b>
Competence-Causes	1	6	7	.120	8.46
Attributes and Traits-Causes	0	8	6	.495	8.60
Morale -effects	0	7	7	.175	7.73
Quality of life -effect	0	9	5	.175	8.73
Customer satisfaction-effect	0	4	10	.130	8.60
Economic growth-effects	0	7	7	.617	8.60
<b>Efficient service delivery-elimination</b>	<b>0</b>	<b>1</b>	<b>10</b>	<b>.341</b>	<b>13.87</b>
Providing feedback-elimination	0	8	6	.644	8.87
<b>Customer loyalty-elimination</b>	<b>0</b>	<b>6</b>	<b>8</b>	<b>.340</b>	<b>12.87</b>
Competent frontline staff-elimination	0	7	6	.107	9.46
<b>Care-conduct</b>	<b>1</b>	<b>5</b>	<b>8</b>	<b>.742</b>	<b>14.46</b>

<b>Belong-conduct</b>	<b>0</b>	<b>5</b>	<b>9</b>	<b>.396</b>	<b>12.6</b>
<b>Serve-conduct</b>	<b>0</b>	<b>8</b>	<b>6</b>	<b>.648</b>	<b>13.87</b>
<b>Budget -environment</b>	<b>0</b>	<b>5</b>	<b>9</b>	<b>.259</b>	<b>13.40</b>
<b>Employee</b>	<b>9</b>	<b>12</b>	<b>1</b>	<b>.225</b>	<b>14.73</b>
<b>development- environment</b>					
<b>Human resources- environment</b>	<b>0</b>	<b>8</b>	<b>6</b>	<b>.383</b>	<b>13.83</b>

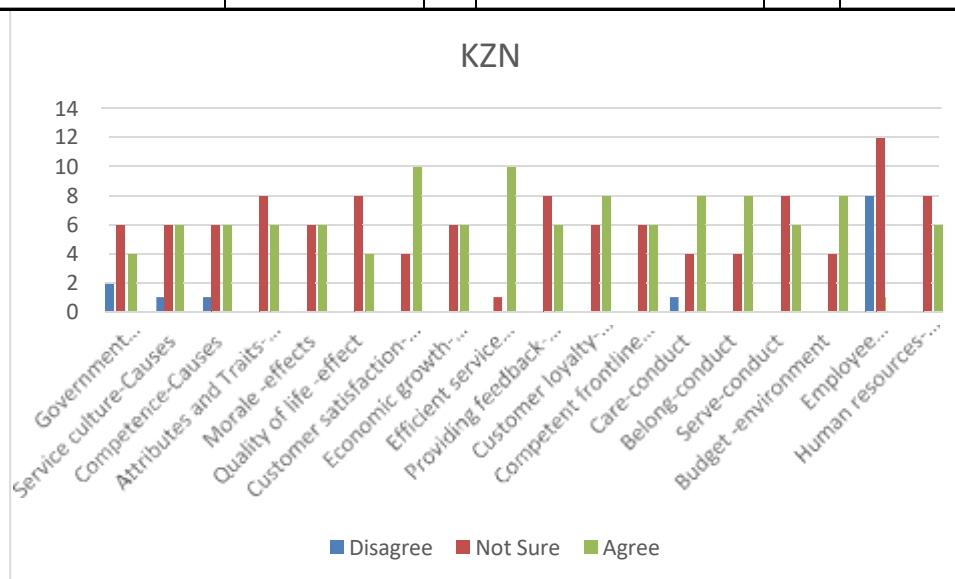


Figure 71: KZN Province

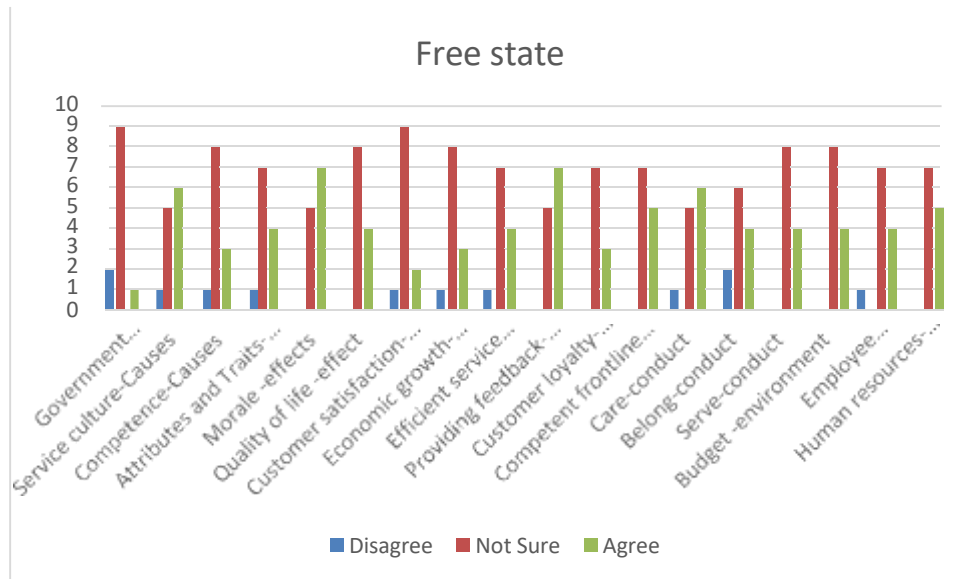
The province is the third participator with 15.7%. The P-value for KZN, like all provinces is greater than 0.05 significant level and therefore there is no association between the province and the variables tested. The same goes for the influential level of variables as highlighted on the data. To demonstrate dereferences the cross tabulated data on a Likert scale will be analyzed. There are more participants 6 who are not sure 3 disagrees and 5 agrees that government legislation is causing service delivery protests, 7 agrees and 6 disagrees that service culture also causes service delivery protests. The efficient service delivery 10 participants, customer loyalty 8 participants caring conduct 8 participants, belonging 9 participants, budget 9 participants are supported. There 8 participants on serving culture and employee development, 12 participants who are not sure and 8 disagreements on the serving cultural conduct. KZN is service delivery oriented. This is also supported by the low number of protests in that province. As a service delivery province, the



serving cultural conduct should be improved. The province should strongly market employee development amongst its employees because the service delivery environment evolves, and the skills are also changing. To keep up with the culture of lifelong learning, their employees should enhance their skills, table 45 figure 71.

Table 46: Free state Province

Variable	Disagree	Not Sure	Agree	p-value	Influential variables
<b>Government</b>	<b>2</b>	<b>9</b>	<b>1</b>	<b>.308</b>	<b>13.06</b>
<b>legislation-Causes</b>					
<b>Service culture-Causes</b>	<b>1</b>	<b>5</b>	<b>6</b>	<b>.639</b>	<b>11.73</b>
<b>Competence-Causes</b>	<b>1</b>	<b>8</b>	<b>3</b>	<b>.120</b>	<b>8.46</b>
<b>Attributes and Traits-Causes</b>	<b>1</b>	<b>7</b>	<b>4</b>	<b>.495</b>	<b>8.60</b>
<b>Morale -effects</b>	<b>0</b>	<b>5</b>	<b>7</b>	<b>.175</b>	<b>7.73</b>
<b>Quality of life -effect</b>	<b>0</b>	<b>8</b>	<b>4</b>	<b>.175</b>	<b>8.73</b>
<b>Customer satisfaction-effect</b>	<b>1</b>	<b>9</b>	<b>2</b>	<b>.130</b>	<b>8.60</b>
<b>Economic growth-effects</b>	<b>1</b>	<b>8</b>	<b>3</b>	<b>.617</b>	<b>8.60</b>
<b>Efficient service</b>	<b>1</b>	<b>7</b>	<b>4</b>	<b>.341</b>	<b>13.87</b>
<b>delivery-elimination</b>					
<b>Providing feedback-elimination</b>	<b>0</b>	<b>5</b>	<b>7</b>	<b>.644</b>	<b>8.87</b>
<b>Customer loyalty-elimination</b>	<b>0</b>	<b>7</b>	<b>3</b>	<b>.340</b>	<b>12.87</b>
<b>Competent frontline staff-elimination</b>	<b>0</b>	<b>7</b>	<b>5</b>	<b>.107</b>	<b>9.46</b>
<b>Care-conduct</b>	<b>1</b>	<b>5</b>	<b>6</b>	<b>.742</b>	<b>14.46</b>
<b>Belong-conduct</b>	<b>2</b>	<b>6</b>	<b>4</b>	<b>.396</b>	<b>12.6</b>
<b>Serve-conduct</b>	<b>0</b>	<b>8</b>	<b>4</b>	<b>.648</b>	<b>13.87</b>
<b>Budget -environment</b>	<b>0</b>	<b>8</b>	<b>4</b>	<b>.259</b>	<b>13.40</b>
<b>Employee</b>	<b>1</b>	<b>7</b>	<b>4</b>	<b>.225</b>	<b>14.73</b>
<b>development-environment</b>					
<b>Human resources-environment</b>	<b>0</b>	<b>7</b>	<b>5</b>	<b>.383</b>	<b>13.83</b>



*Figure 72: Free state Province*

The Free State is the fourth participating province with 13.5% .The p-value of Free State is greater than 0.05 showing no association and the influential variables are also the same as all other provinces under the study. To assess their orientation an assessment is done on the cross-tabulation Likert scale. There are many participants who are not sure about issues related to their work. There are 9 participants who are not sure 1 who agree 2 disagree that government legislation causes service delivery protests. K there are This is an indication of lack of knowledge of the service delivery legislative framework, there are 6 participants who agree 5 are not sure that service delivery culture may cause service delivery protests. Seven participants are not sure about efficient service delivery as having potential to curb service delivery protests. There is support from 6 participants 5 not sure about cultural conduct of caring; 5 are not sure and 6 agree that belonging cultural conduct is good; there are 8 participants who are not sure that a serving cultural conduct is important and 4 agree. More participants 7 are not sure about employee development 4 agree. Human resource provisioning is supported by 5 participants and 7 are not sure. Table 46 figure 72.The Free State is driven by service culture and caring conduct of its employees. It is very important that they enhance employee development to enhance knowledge of its employees particularly on the service delivery legislative framework.

*Table 47: Association: Ages with variables tested*

<b>Variables</b>	<b>Disagree</b>	<b>Not Sure</b>	<b>Agree</b>	<b>p-Value</b>
<b>Government legislation-Causes</b>	<b>17</b>	<b>47</b>	<b>42</b>	<b>.867</b>
<b>Service culture-Causes</b>	<b>4</b>	<b>26</b>	<b>47</b>	<b>.533</b>
<b>Competence-Causes</b>	<b>4</b>	<b>31</b>	<b>42</b>	<b>.991</b>
<b>Attributes and Traits-Causes</b>	<b>3</b>	<b>32</b>	<b>52</b>	<b>.894</b>
<b>Morale -effects</b>	<b>2</b>	<b>29</b>	<b>36</b>	<b>.705</b>
<b>Quality of life -effect</b>	<b>2</b>	<b>28</b>	<b>47</b>	<b>.263</b>
<b>Customer satisfaction-effect</b>	<b>3</b>	<b>34</b>	<b>50</b>	<b>.969</b>
<b>Economic growth-effects</b>	<b>3</b>	<b>37</b>	<b>37</b>	<b>.790</b>
<b>Efficient service delivery-elimination</b>	<b>4</b>	<b>21</b>	<b>52</b>	<b>.983</b>
<b>Providing feedback-elimination</b>	<b>1</b>	<b>23</b>	<b>52</b>	<b>.412</b>
<b>Customer loyalty-elimination</b>	<b>5</b>	<b>33</b>	<b>39</b>	<b>.992</b>
<b>Competent frontline staff-elimination</b>	<b>4</b>	<b>22</b>	<b>51</b>	<b>.446</b>
<b>Care-conduct</b>	<b>14</b>	<b>19</b>	<b>44</b>	<b>.775</b>
<b>Belong-conduct</b>	<b>6</b>	<b>30</b>	<b>41</b>	<b>.560</b>
<b>Serve-conduct</b>	<b>5</b>	<b>35</b>	<b>37</b>	<b>.999</b>
<b>Budget -environment</b>	<b>6</b>	<b>30</b>	<b>42</b>	<b>.660</b>
<b>Employee development-environment</b>	<b>7</b>	<b>43</b>	<b>26</b>	<b>.951</b>
<b>Human resources-environment</b>	<b>5</b>	<b>25</b>	<b>49</b>	<b>.641</b>

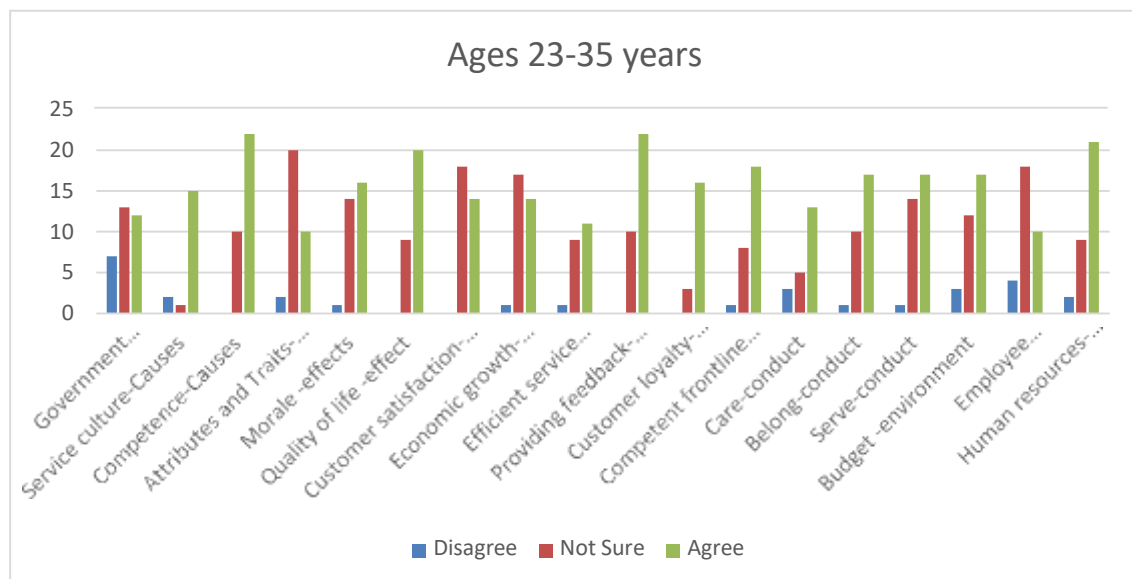
An analysis was done between ages of participants and the variables tested. The data indicates that there is no association between age and the variables tested. All their p=values are greater than 0.05. Significantly more participants fall in the “not sure” and agree category with the different questions asked. There is no association between all the other variables and ages, p-value is greater than 0.05. The age participation of 14 % that includes participants that are 60 years old shows the retirement age of government employees. Table 47.

*Table 48: Association Ages 23-35 years with variables tested*

<b>Variables</b>	<b>Disagree</b>	<b>Not Sure</b>	<b>Agree</b>	<b>p-Value</b>
<b>Government legislation-Causes</b>	<b>7</b>	<b>13</b>	<b>12</b>	<b>.867</b>
<b>Service culture-Causes</b>	<b>2</b>	<b>1</b>	<b>15</b>	<b>.533</b>
<b>Competence-Causes</b>	<b>0</b>	<b>10</b>	<b>22</b>	<b>.991</b>
<b>Attributes and Traits-Causes</b>	<b>2</b>	<b>20</b>	<b>10</b>	<b>.894</b>
<b>Morale -effects</b>	<b>1</b>	<b>14</b>	<b>16</b>	<b>.705</b>
<b>Quality of life -effect</b>	<b>0</b>	<b>9</b>	<b>20</b>	<b>.263</b>
<b>Customer satisfaction-effect</b>	<b>0</b>	<b>18</b>	<b>14</b>	<b>.969</b>
<b>Economic growth-effects</b>	<b>1</b>	<b>17</b>	<b>14</b>	<b>.790</b>
<b>Efficient service delivery-elimination</b>	<b>1</b>	<b>9</b>	<b>11</b>	<b>.983</b>
<b>Providing feedback-elimination</b>	<b>0</b>	<b>10</b>	<b>22</b>	<b>.412</b>
<b>Customer loyalty-elimination</b>	<b>0</b>	<b>3</b>	<b>16</b>	<b>.992</b>
<b>Competent frontline staff-elimination</b>	<b>1</b>	<b>8</b>	<b>18</b>	<b>.446</b>
<b>Care-conduct</b>	<b>3</b>	<b>5</b>	<b>13</b>	<b>.775</b>
<b>Belong-conduct</b>	<b>1</b>	<b>10</b>	<b>17</b>	<b>.560</b>

<b>Serve-conduct</b>	<b>1</b>	<b>14</b>	<b>17</b>	<b>.999</b>
<b>Budget -environment</b>	<b>3</b>	<b>12</b>	<b>17</b>	<b>.660</b>
<b>Employee development-environment</b>	<b>4</b>	<b>18</b>	<b>10</b>	<b>.951</b>
<b>Human resources-environment</b>	<b>2</b>	<b>9</b>	<b>21</b>	<b>.641</b>

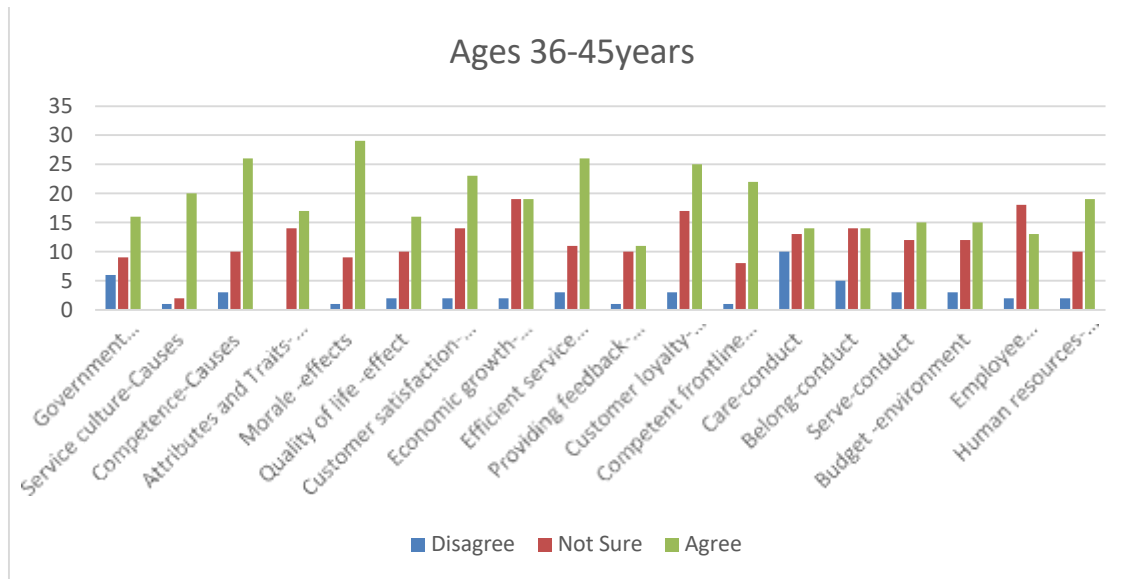
This group of participants agree with most of the variables however there is an observed high level of not sure, government legislation, competence and attributes and traits causing service delivery protest protests having effects on customer satisfaction and economic growth, they feel serve cultural conduct is not needed and that employee development would not create a conducive environment for service delivery, with few disagreements. The departments should pay attention to developing the skills and knowledge of this cohort as they are the future of an organization. Table 48



*Figure 73: Association Ages 23-35 years with variables tested*

*Table 49: Association Ages 36-45 with variables tested.*

<b>Variables</b>	<b>Disagree</b>	<b>Not Sure</b>	<b>Agree</b>	<b>p-Value</b>
<b>Government legislation-Causes</b>	<b>6</b>	<b>9</b>	<b>16</b>	<b>.867</b>
<b>Service culture-Causes</b>	<b>1</b>	<b>2</b>	<b>20</b>	<b>.533</b>
<b>Competence-Causes</b>	<b>3</b>	<b>10</b>	<b>26</b>	<b>.991</b>
<b>Attributes and Traits-Causes</b>	<b>0</b>	<b>14</b>	<b>17</b>	<b>.894</b>
<b>Morale -effects</b>	<b>1</b>	<b>9</b>	<b>29</b>	<b>.705</b>
<b>Quality of life -effect</b>	<b>2</b>	<b>10</b>	<b>16</b>	<b>.263</b>
<b>Customer satisfaction-effect</b>	<b>2</b>	<b>14</b>	<b>23</b>	<b>.969</b>
<b>Economic growth-effects</b>	<b>2</b>	<b>19</b>	<b>19</b>	<b>.790</b>
<b>Efficient service delivery-elimination</b>	<b>3</b>	<b>11</b>	<b>26</b>	<b>.983</b>
<b>Providing feedback-elimination</b>	<b>1</b>	<b>10</b>	<b>11</b>	<b>.412</b>
<b>Customer loyalty-elimination</b>	<b>3</b>	<b>17</b>	<b>25</b>	<b>.992</b>
<b>Competent frontline staff-elimination</b>	<b>1</b>	<b>8</b>	<b>22</b>	<b>.446</b>
<b>Care-conduct</b>	<b>10</b>	<b>13</b>	<b>14</b>	<b>.775</b>
<b>Belong-conduct</b>	<b>5</b>	<b>14</b>	<b>14</b>	<b>.560</b>
<b>Serve-conduct</b>	<b>3</b>	<b>12</b>	<b>15</b>	<b>.999</b>
<b>Budget -environment</b>	<b>3</b>	<b>12</b>	<b>15</b>	<b>.660</b>
<b>Employee development-environment</b>	<b>2</b>	<b>18</b>	<b>13</b>	<b>.951</b>
<b>Human resources-environment</b>	<b>2</b>	<b>10</b>	<b>19</b>	<b>.641</b>



*Figure 74: Association Ages 36-45 with variables tested.*

There are more agreements with the variables tested more especially competence as causing service delivery, protests as having effects on morale, efficient service delivery; customer loyalty, competent frontline staff having potential to eliminate protests. There is agreement that the cultural conduct of serve, belong and care is important. They support human resource provisioning as required to create a good environment for service delivery. They also have some uncertainties which must be cleared through skills development. Table



*Table 50: Association Ages 46-60yrs with variable tested*

<b>Variables</b>	<b>Disagree</b>	<b>Not Sure</b>	<b>Agree</b>	<b>P-Value</b>
<b>Government legislation-Causes</b>	<b>3</b>	<b>7</b>	<b>4</b>	<b>.867</b>
<b>Service culture-Causes</b>	<b>0</b>	<b>2</b>	<b>4</b>	<b>.533</b>
<b>Competence-Causes</b>	<b>0</b>	<b>6</b>	<b>8</b>	<b>.991</b>
<b>Attributes and Traits-Causes</b>	<b>0</b>	<b>9</b>	<b>5</b>	<b>.894</b>
<b>Morale -effects</b>	<b>0</b>	<b>6</b>	<b>11</b>	<b>.705</b>
<b>Quality of life -effect</b>	<b>1</b>	<b>8</b>	<b>12</b>	<b>.263</b>
<b>Customer satisfaction-effect</b>	<b>1</b>	<b>5</b>	<b>12</b>	<b>.969</b>
<b>Economic growth-effects</b>	<b>0</b>	<b>6</b>	<b>11</b>	<b>.790</b>
<b>Efficient service delivery-elimination</b>	<b>0</b>	<b>3</b>	<b>11</b>	<b>.983</b>
<b>Providing feedback-elimination</b>	<b>0</b>	<b>5</b>	<b>9</b>	<b>.412</b>
<b>Customer loyalty-elimination</b>	<b>1</b>	<b>1</b>	<b>7</b>	<b>.992</b>
<b>Competent frontline staff-elimination</b>	<b>2</b>	<b>12</b>	<b>4</b>	<b>.446</b>
<b>Care-conduct</b>	<b>1</b>	<b>7</b>	<b>6</b>	<b>.775</b>
<b>Belong-conduct</b>	<b>1</b>	<b>6</b>	<b>13</b>	<b>.560</b>
<b>Serve-conduct</b>	<b>2</b>	<b>12</b>	<b>4</b>	<b>.999</b>
<b>Budget -environment</b>	<b>0</b>	<b>6</b>	<b>8</b>	<b>.660</b>
<b>Employee development-environment</b>	<b>2</b>	<b>9</b>	<b>3</b>	<b>.951</b>
<b>Human resources-environment</b>	<b>1</b>	<b>5</b>	<b>7</b>	<b>.641</b>

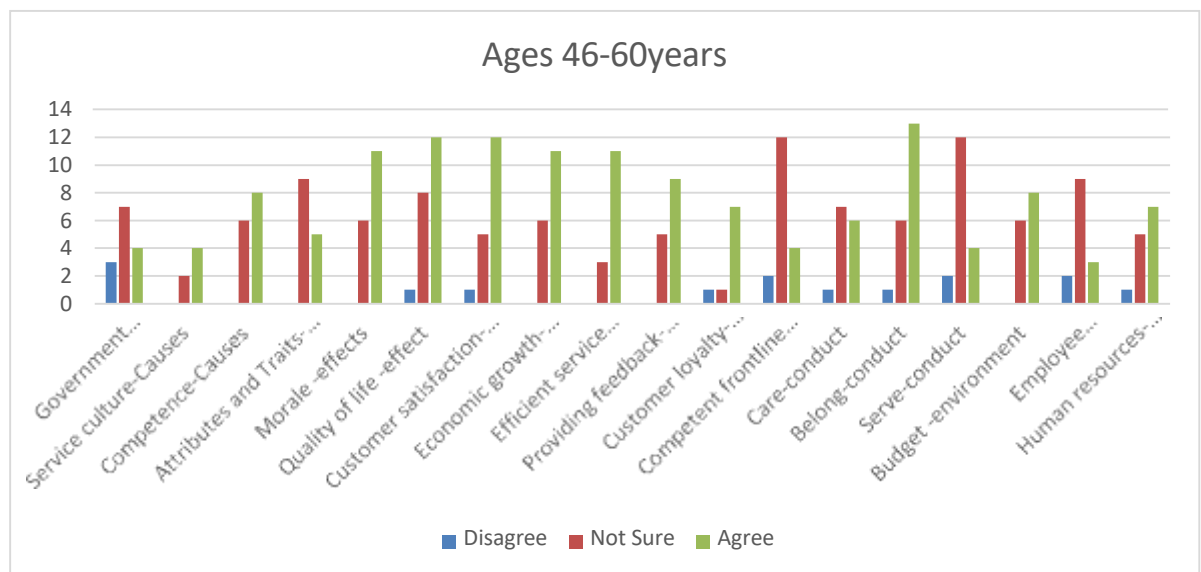


Figure 75: Association Ages 46-60yrs with variable tested

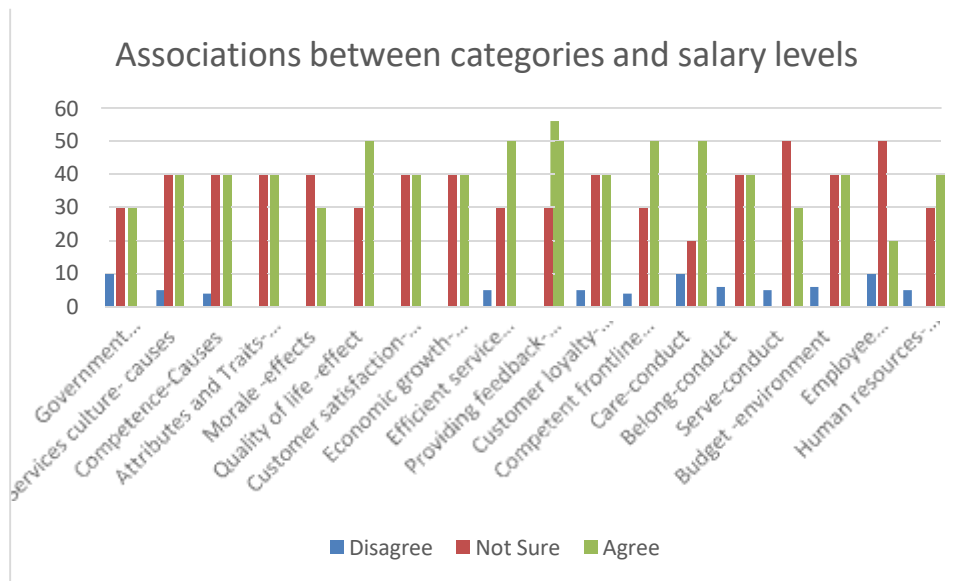
This group will retire soon however they are still uncertain about the issues pertaining to their work. This is a demonstration of a system that takes development seriously. Departments should lay a good foundation an earlier age so that this age group become more knowledgeable and exit the system having contributed efficiently. When they are knowledgeable and skills, they will become the government's ambassadors when they have retired. The agree more with service delivery protest affecting morale , economic growth, quality of life and customer satisfaction. The agree that efficient service delivery will eliminate protests, and that budget is important for creating a conducive environment for service delivery. Table 50 figure 75.

Table 51: Association: Categories Salary levels

Variables	Disagree	Not Sure	Agree	p-Value
<b>Government</b>	<b>17</b>	<b>36</b>	<b>35</b>	<b>.001</b>
<b>legislation-Causes</b>				
Services culture- causes	5	38	46	.001
Competence-Causes	4	38	47	.001
Attributes and Traits- Causes	3	41	45	.001
Morale -effects	2	40	37	.001

<b>Quality of life -effect</b>	<b>2</b>	<b>37</b>	<b>50</b>	<b>.001</b>
<b>Customer satisfaction-effect</b>	<b>3</b>	<b>44</b>	<b>42</b>	<b>.001</b>
<b>Economic growth-effects</b>	<b>3</b>	<b>46</b>	<b>40</b>	<b>.001</b>
<b>Efficient service delivery-elimination</b>	<b>5</b>	<b>29</b>	<b>55</b>	<b>.001</b>
<b>Providing feedback-elimination</b>	<b>1</b>	<b>32</b>	<b>56</b>	<b>.001</b>
<b>Customer loyalty-elimination</b>	<b>5</b>	<b>44</b>	<b>40</b>	<b>.001</b>
<b>Competent frontline staff</b>	<b>4</b>	<b>30</b>	<b>55</b>	<b>.001</b>
<b>Care-conduct</b>	<b>14</b>	<b>26</b>	<b>49</b>	<b>.175</b>
<b>Belong-conduct</b>	<b>6</b>	<b>39</b>	<b>44</b>	<b>.001</b>
<b>Serve-conduct</b>	<b>5</b>	<b>49</b>	<b>37</b>	<b>.001</b>
<b>Budget -environment</b>	<b>6</b>	<b>40</b>	<b>43</b>	<b>.001</b>
<b>Employee development-environment</b>	<b>10</b>	<b>52</b>	<b>27</b>	<b>.005</b>
<b>Human resources-environment</b>	<b>5</b>	<b>37</b>	<b>47</b>	<b>.001</b>

The above table 51 shows the results of an analysis conducted between the categories of participants and the variables tested. The p= value of all participants is (0.01) less than 0.05. This excludes care-cultural conduct employees should have to deliver efficient services (p.175). Significantly more participants fall in the “not sure” and agree category with the different questions asked. There is association between categories and salary levels, p-value is less than 0.05. The results show that the employees, beneficiaries, and interviewees view the variables in the same way.



*Figure 76: Associations between categories and salary levels*

The above figure 76 is a cross tabulation of all the variables responses to the research questions. The Responses come from the association with categories of respondents namely Employee, Beneficiaries, and interviewees and the salary levels. The data indicates that the causes of service delivery protests indicated with a green bar (agree) is competence (47 participants), it should be stated that competence has a high level of influence as a variable, followed by services delivery culture (46 participants) attributes and traits (45) and government legislation (35). Effects are Quality of life (50 participants) followed by customer satisfaction (42 participants) then economic growth and morale (37 participants). The service delivery protest can be eliminated through providing feedback (56 participants) followed by efficient service delivery (55 participants) which is an influential variable and competent frontline staff (55); customer loyalty (40 participants) as an influential variable. The cultural conduct required is that of caring (49 participants), followed by belonging (44 participants) serving (37 participants) it is an influential variable. A conducive environment for service delivery is characterized by Human resources (47 participants) is an influential variable, Budget (43 Participants) and employee development (27 participants) is an influential variable. There is a high participant who are not sure and a proportion of few disagreements across all variables,

*Table 52: Association: Categories and Salary level indicating influential variables*

Variable	Weight of variables	p-Value
Government legislation-Causes	-1.42	.001
Services culture- causes	.02	.001
Competence-Causes	3.05	.001
Attributes and Traits-Causes	.53	.001
Morale -effects	.97	.001
Quality of life -effect	.96	.001
Customer satisfaction-effect	.53	.001
Economic growth- effects	.53	.001
Efficient service delivery- elimination	3.51	.001
Providing feedback-elimination	1.51	.001
Customer loyalty-elimination	3.51	.001
Competent frontline staff	0.05	.001
Care-conduct	1.05	.175
Belong-conduct	2.53	.001
Serve-conduct	3.02	.001
Budget -environment	2.05	.001
Employee development- environment	5.51	.005
Human resources-environment	3.51	.001

The difference between the observed counts and expected counts determine which variable has the most impact on association, such as competence- causes, efficient service delivery and customer loyalty- elimination, serving -cultural conduct, employee development and human resources under environment. Table 52

*Table 53: Association: Categories and Salary level for not sure responses*

Variable	Salary level 6-8	Salary level 9	p-value
Government legislation-Causes	18	15	.001
Services culture-causes	26	10	.001
Competence-Causes	24	13	.001
Attributes and Traits-Causes	26	12	.001
Morale -effects	26	12	.001
Quality of life -effect	23	11	.001
Customer satisfaction-effect	30	11	.001
Economic growth-effects	29	15	.001
Efficient service delivery-elimination	21	6	.001
Providing feedback-elimination	19	10	.001
Customer loyalty-elimination	28	14	.001
Competent frontline staff	19	10	.001
Care-conduct	15	10	.175
Belong-conduct	19	17	.001
Serve-conduct	27	17	.001
Budget -environment	34	13	.001
Employee development-environment	31	20	.005
Human resources-environment	21	13	.001

The table 53 above is an illustration of the number of respondents who are not sure. All variables associated with salary level have a p-value of less than 0.05. The salary levels have an association with the variables tested. This data shows that there is a high lack of knowledge and information at the salary level of 6-8. Many of these respondents have had a service for less than 10 years. They have demonstrated a high uncertainty level from participants for variables, competence 24, service culture 26, attributes and traits 26 as causing service delivery protest, morale 26, quality of life 26, customer satisfaction 30 as effects of service delivery protests, economic growth 29, efficient service delivery 21 as having potential to eliminate service delivery protests, serving cultural conduct 27, Budget 34, employee development 31, human resources 21. Salary level 9 is the management entry level. Many of them have a university qualification or a service of more than 10 years. They demonstrated a high sense of uncertainty on employee development 20 participants as having potential to create a conducive environment for service delivery. All provinces and departments should pay special attention to employees at salary level 6-8 and develop their skill and competence.

#### **4.4 Hypothesis testing**

The hypothesis was tested based on the qualitative data through thematic analysis. There were five themes (causes, effects, elimination, staff behavior, and a supportive environment). The qualitative statements from interviewees were classified and plotted on a Likert scale based on the predetermined themes. The qualitative data was triangulated with the quantitative data. The hypothesis would be analyzed based on the specific variables that deals with the Competence of public servants in general and competence of frontline staff specifically; the service delivery cultural conduct care, belong serving of employees; and the opinion on how service delivery protest can be eliminated specifically the feedback loop.

Data was analyzed based on the categories of responses on a Pearson chi-square table association with salary level. The data used are only those with a significance level less than  $p=0.05$  that there is a significant association.

*Table 54:p-value cross tabulation to test the hypothesis.*

<b>Variables</b>	<b>Disagree</b>	<b>Not Sure</b>	<b>Agree</b>	<b>P-value</b>
Competence- Causes	4	38	47	.001
Competent Frontline staff- elimination	4	30	55	.001
Providing Feedback	1	32	56	.001
Belong-Conduct	6	39	44	.001
Serve -Conduct	5	49	37	.001
Customer service culture	5	38	46	.001

#### **4.4.1 Hypothesis 1. Customer service culture.**

H1o (null hypothesis) Public servants do not have a customer service culture.

H1a (alternative hypothesis) Public servants have a customer services culture.

The variables' testing culture has a p-value of .001) less than the 0,05 indicating a significant relationship. Table 54 Therefore, the null hypothesis, public servants do not have a customer service culture is rejected and we fail to reject the alternative hypothesis, that public servant have a culture of service delivery protest. The figures below is an illustration of chi-square p-value. This means that public servants have a service delivery culture. Looking at the cross tabulation on the Likert scale the responses have a high frequency on agree and a very low frequency on disagreeing however it is of a concern that there is also a high number of respondents who are not sure. It can be stated that majority of these respondents are those who are on salary level 6. This group require an intervention that would improve their knowledge base.



### Chi-square: service delivery culture: association of salary level and categories of respondents

*Table 55: Chi-square: service delivery culture: association of salary level and categories of respondents*

	Value	d f	Asymptotic Significance (2- sided)
Pearson Chi-Square	44.734 <sup>a</sup>	8	<.001
Likelihood Ratio	51.157	8	<.001
N of Valid Cases	89		

a. 8 cells (53.3%) have expected count less than 5. The minimum expected count is .45.

### Chi-Square Tests belong cultural conduct and categories of response: salary levels.

*Table 56: Chi-Square Tests belong cultural conduct and categories of response: salary levels.*

	Value	d f	Asymptotic Significance (2- sided)
Pearson Chi-Square	29.454 <sup>a</sup>	8	<.001
Likelihood Ratio	31.026	8	<.001
N of Valid Cases	89		

a. 7 cells (46.7%) have expected count less than 5. The minimum expected count is .67.

### Chi-Square Test serve cultural conduct and Categories of respondents: salary levels

*Table 57: Chi-Square Test serve cultural conduct and Categories of respondents: salary levels*

	Value	d f	Asymptotic Significance (2- sided)
Pearson Chi-Square	70.286 <sup>a</sup>	8	<.001
Likelihood Ratio	86.191	8	<.001
N of Valid Cases	89		

a. 8 cells (53.3%) have expected count less than 5. The minimum expected count is .45.

#### 4.4.2 Hypotheses 2. Public servants' competence

H2o Public servants are not competent to interpret legislation.

H2a Public servants are competent to interpret legislation.

The p-value for both variables competence as causing service delivery and competent frontline staff as a potential to eliminate protests has a p-value (.001) less than the 0.05 point of significance. The null hypothesis will be rejected, and we fail to reject the alternative hypothesis that public servants are competent to interpret legislation. It means that public servants are competent to interpret legislation.

The cross tabulation indicated that there are more respondents who agree, a low number disagree, and a significant number are not sure that competence causes service delivery protests. It should be noted that given the high number of respondents who are not sure it may mean that the null hypothesis is rejected when in essence when it is true (type one error)

### Chi-Square Tests: competent frontline staff association with Departments

Table 58: Chi-Square Tests: competent frontline staff association with Departments

	Value	d f	Asymptotic Significance (2- sided)
Pearson Chi-Square	32.883 <sup>a</sup>	15	.005
Likelihood Ratio	36.393	15	.002
N of Valid Cases	89		

a. 18 cells (75.0%) have expected count less than 5. The minimum expected count is .04.

### Chi-Square Tests: Competence: association with Salary level

Table 59: Chi-Square Tests: Competence: association with Salary level

	Value	d f	Asymptotic Significance (2- sided)
Pearson Chi-Square	13.765 <sup>a</sup>	3	.003
Likelihood Ratio	15.604	3	.001
Linear-by-Linear Association	1.514	1	.218
N of Valid Cases	86		

a. 2 cells (25.0%) have expected count less than 5. The minimum expected count is 1.95.

#### 4.4.3 Hypothesis 3. Question how to eradicate service delivery protests?

H3o The triad complaint, resolution and feedback loop to customers are not likely to eradicate the culture of service delivery protests.

H3a The triad complain, resolution and feedback loop to customers would eradicate the culture of service delivery protests.

## Chi-Square Tests

Table 60: Chi-Square tests

	Value	d f	Asymptotic Significance (2- sided)
Pearson Chi-Square	42.169 <sup>a</sup>	6	<.001
Likelihood Ratio	45.027	6	<.001
N of Valid Cases	89		

a. 3 cells (25.0%) have expected count less than 5. The minimum expected count is .22.

The variables testing the availability of feedback and problem-solving loop as elimination of service protests have a p-value of (.001) less than 0.05 level of significance. The null hypothesis is rejected, and we fail to reject the alternative hypothesis that departments have a feedback and problem resolution loop. This means that government department do have feedback and a problem resolution loop. It should be noted that the cross-tabulation data shows there is a high number of respondents who support, equally high who are not sure and an insignificant number who disagree with the statement that feedback loop has a potential to curb service delivery protests,

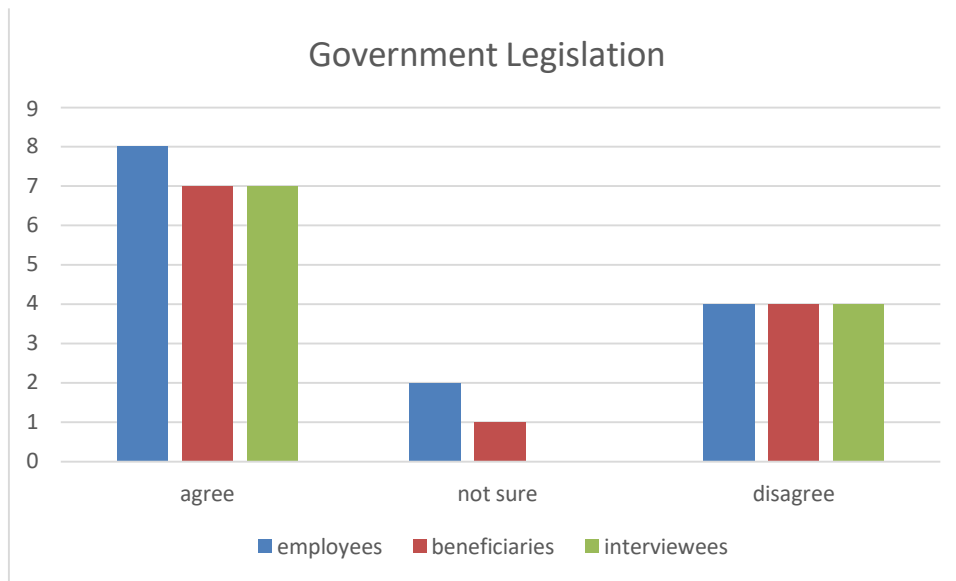
### 4.5 Qualitative data analysis

Qualitative data analysis method: content analysis – which examines the content of interviews. Discourse analysis examines the social context and day-to-day surroundings of the responder, whereas narrative analysis utilizes content from multiple sources. Grounded theory — explaining why a particular phenomenon occurred (Unicaf lecture notes , 2020).

#### **Theme 1: Qualitative responses to, what are the causes of service delivery protests.**

Government legislation: Interviews with Likert scale questionnaires were used to collect qualitative data under the same categories or themes as the quantitative data: cause, effects, and elimination. Eleven (11) interviewees agreed that government legislation is complex, difficult to comprehend, and hence difficult to implement. Respondents described

PFMA, the tender procedure, and the eight Batho Pele principles as cumbersome and inconsistently applicable.<sup>17</sup> Figure 77

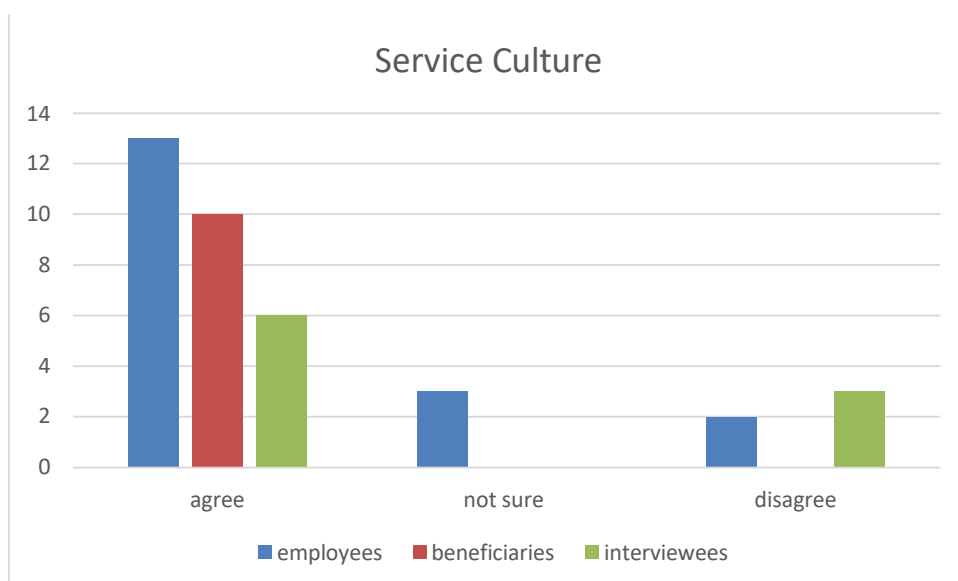


*Figure 77: Government Legislation*

Services culture: In this study, six employees supported services culture and indicated that the way a corporation conducts its business and treats its customers would either grow or destroy its business, while three employees doubted that services culture can genuinely result in service protests.<sup>18</sup>

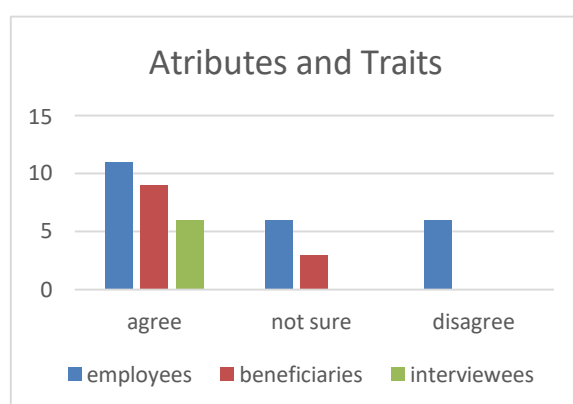
<sup>17</sup> There is a principle that says access and information; however, when one requests information then there is a Protection of Information Act that prohibits sharing of information without consent. There were 4 interviewees who disagreed and stated that legislation brings order and fairness if implemented correctly, it should protect individuals. Legislation and policy are the only tool that informs the citizens of their rights and privileges.

<sup>18</sup> Question number 4 that talks of employee's participation in service delivery protests, with 7 interviewees agreeing that when they participate, they demonstrate that they care, 3 disagree; 10 state that they belong, 1 disagrees, and 11 agree that they care and 4 disagree. They stated that they are citizens after work; therefore, what affect citizens affects them. It is also stated that everyone will benefit when the issues are resolved. Question 5 also supports culture, as it talks to a conducive environment, the variables are budget with 6 agreements, no disagreements; 5 interviewees agree that employee's development is key, with 2 interviewees disagreeing, 13 agree that human resources are key and no disagreements.



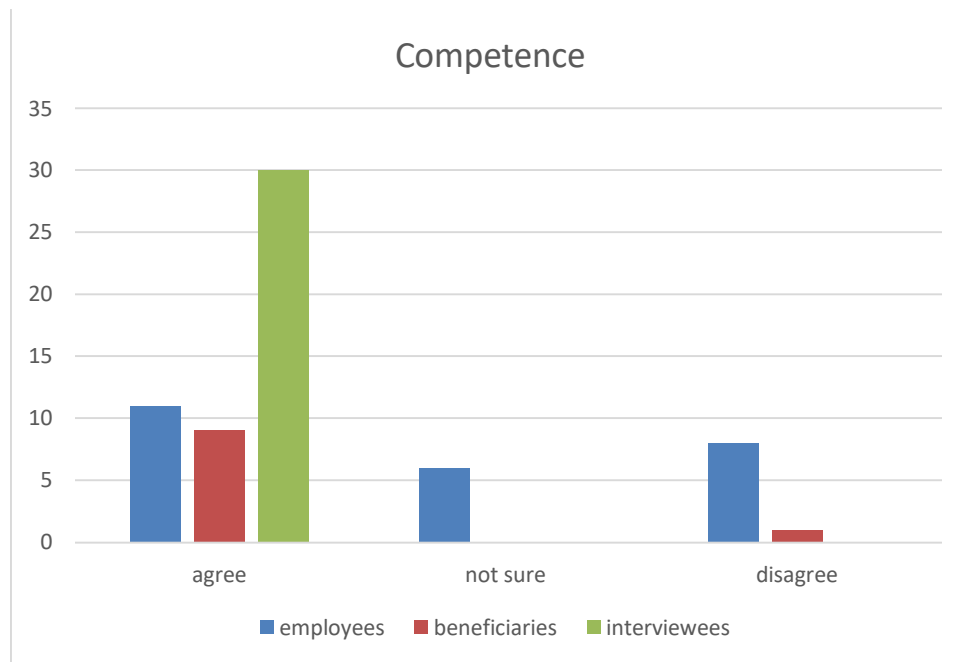
*Figure 78: Service Culture*

Attitudes and traits: Six (6) employees agree that the attitudes of employees are a make-or-break factor. It is unattractive. People appreciate being handled with courtesy and respect. It was reported that when people attended government agencies, they rarely received answers, but when they received a polite explanation, they gained optimism. Figure 79



*Figure 79: Attributes and traits*

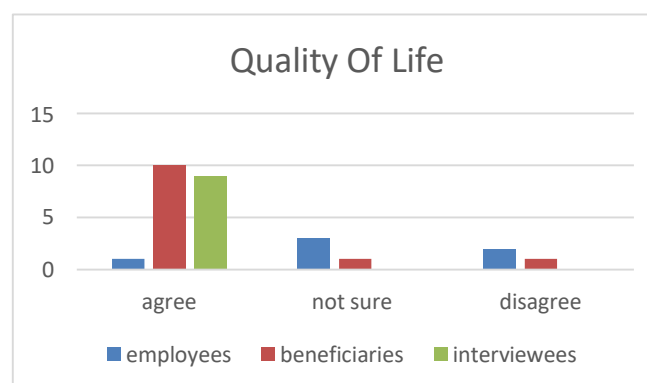
Competence: Seven (7) interviewees concurred that employee competency is a crucial factor. When citizens are informed that they will receive responses at a later date, they become dissatisfied. Information sharing and language proficiency influenced this issue. Front-line employees must be fluent in English and at least two additional local languages. 30 respondents concurred that these variables may lead to service delivery protests. figure 80



*Figure 80: Competence*

**Theme 2: Responses to the question what effects of service delivery protest are.**

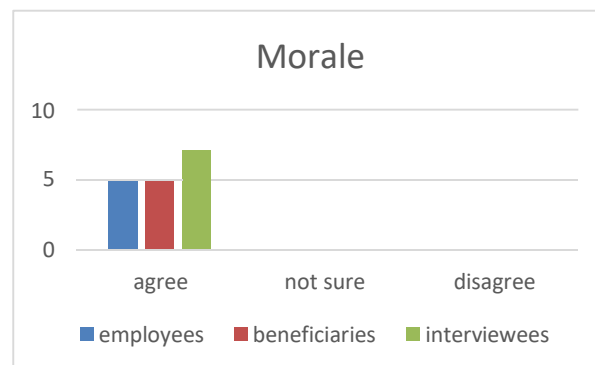
The variables that have already been identified are morale, quality of life, customer satisfaction, and economic growth. Seven (7) interviewees agreed that morale is crucial, nine (9) claimed that quality of life is affected, nine (9) stated that customer satisfaction was supported, and seven (7) stated that economic growth would be harmed. According to them, the majority of protests turned violent, and there was widespread looting and arson of government buildings. Protests regarding the delivery of services are considered to indicate that citizens' morale is poor and that they have lost trust. Figure 81-83.



*Figure 81: Quality of Life*



*Figure 83: Customer Satisfaction*



*Figure 82: Morale*

### **Theme 3: Responses to the question how can service delivery protest be eliminated.**

The variables highlighted are effective service delivery, customer feedback, customer loyalty, and competent frontline personnel. The responses come from categories of responses, employees, beneficiaries and interviewees. For Efficient service delivery, 10 beneficiaries' agreed and no disapproved; nine interviewers were in accord and there was 4 dissent; nine employees agreed, with none disagreeing; Competence: 9 of 10 interviewers agreed, with no dissenting opinions. Figure 84-87



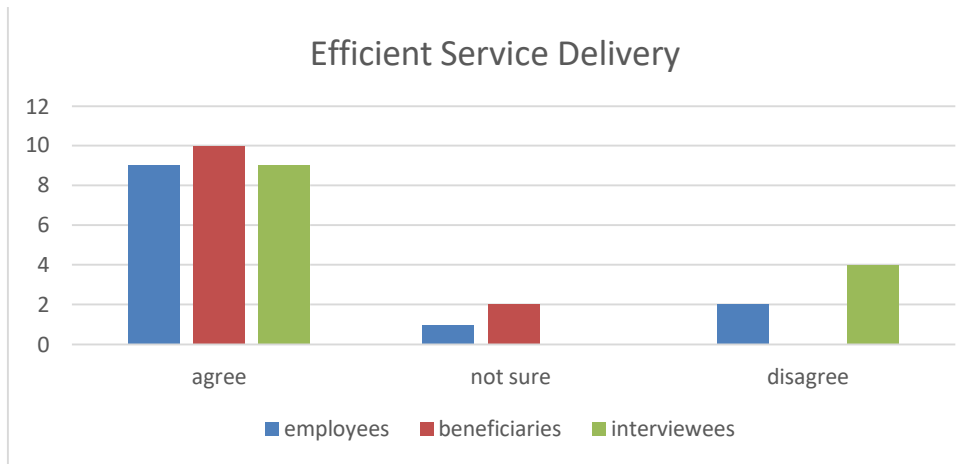


Figure 84: Efficient Service Delivery

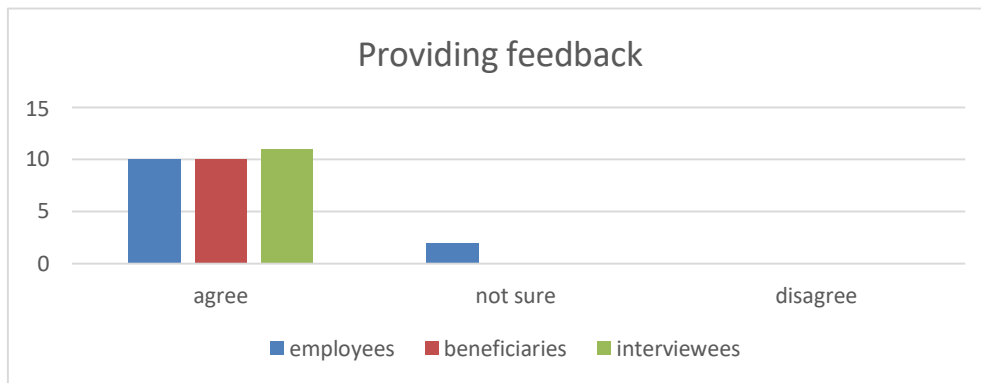


Figure 85: Providing Feedback

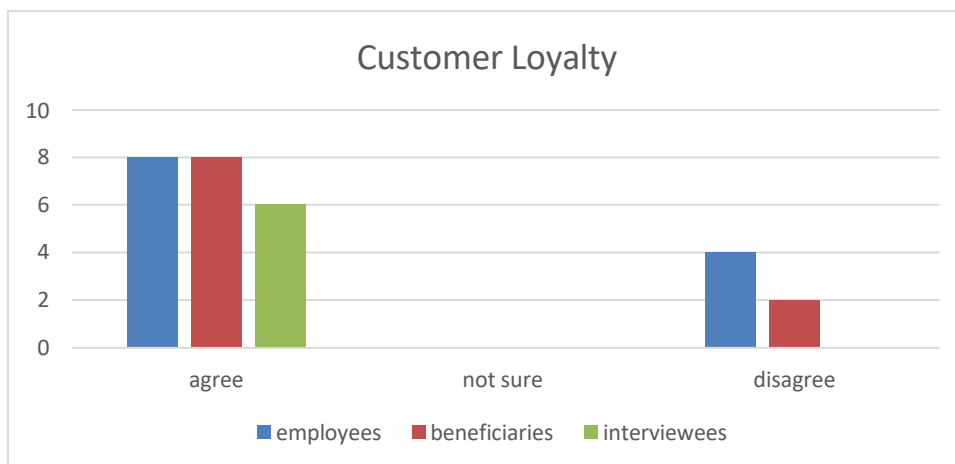
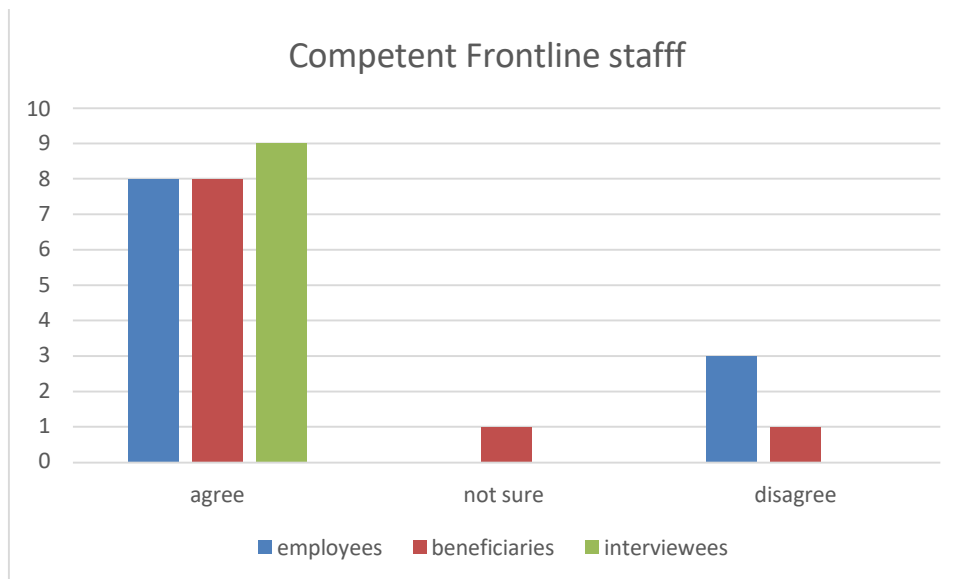


Figure 86: Customer Loyalty



*Figure 87: Competent Frontline Staff*

#### 4.5 Summary of the data analysis

The section is a presentation of data collection from four provinces and four departments in the South Africa. The study employed a mixed method approach using a survey and interviews to collect data. The survey constituted quantitative data analyzed through inferential statistics and the interview gathered qualitative data analyzed through thematic analysis. The data analysis revealed that the 250-questionnaire distributed 50 was returned and together with the 39 interviewees it amounted to 89 participants; 30 employees; 20 beneficiaries and 39 interviewees.

The demographic representation consisted of ages 23-60 with an age mean of 39 years. There were more female 52.8% than males 36.5% and undisclosed 11.2 %. The highest number of participants came from Gauteng province followed by Western Cape, then KZN and Free State, the sector participation are Education, Health, Social development, and Human Settlement. The participants' salary level were 6-8 ,44 participants and salary level 9. 42 participants. These demographics are a true reflection of the demographics in South Africa.

The responses from research questions were analyzed based on a five-point Likert scale which was reduced to a three point scale of 1-disagree, 2- not sure, 3 agree. The analysis was done through a chi-square test. The first part was done on cross tabulation analyzing the variables tested on a Likert scale structure around the five research questions.

Question 1: the root causes of service delivery protests, responses- competence 47 responses, service culture- 46 responses, attributes, and traits 45 responses, then government legislation.

Question 2: what the effects of service delivery protests are, responses, quality of life- 50 responses, customer satisfaction 42 responses then morale.

Question 3: how can service delivery protests be eliminated, responses providing feedback 56 responses then efficient service delivery.

Question 4: what the cultural conduct ideal for service delivery is, response caring 49 responses, belong 44 responses, serving 37 responses.

Question 5: how departments create a conducive service delivery environment, responses sufficient human resources 47 resonances, budget 43 responses.

The analysis was conducted through a chi-square test checking the p-value for relationship and determining the most influential variable among those tested. The calculation is the difference between the observed counts less the expected counts. The variables that have the highest number are those that are more influential. For this study the highest influential variables were determined on the association table between salary levels and the variables tested  $P < 0.001$ . The most influential variables in this study are:

*Table 61: Variables Influential levels*

Unit	Variable	Influential level
1	Competent- causes	3.05
2	Efficient service delivery- elimination	3.51
3	Customer loyalty- elimination	3.51
4	Serve – cultural conduct	3.02
5	Employee Development	5.51
6	Human resources	3.51

Association between variables shows that categories (employees, beneficiaries, and interviewees) with salary level  $P-.001 \leq P=0.05$ . There is significant association between all variables with an exclusion of a caring conduct  $p-.175$  greater than  $p-0.05$ . the salary level 6-8 seems not to be sure about a number of issues related to their area of work, while salary level 9 seems to agree more. Association between provinces and variables tested had a P-value greater than 0.05. This is an indication of no association. This means that all provinces are the same. The association between departments and variables demonstrated no association with P-value greater than 0.05. However, there were two variables with association government legislation  $P-.002$  and competent frontline staff  $P-.005$ . An association between ages and variables revealed no association with p-value greater than 0.05. The ages 23-35 (youth) showed a concentration of not sure responses while ages 36-45 seems to agree with variables tested. Ages 45-60 years are more mature and conversant with issues in their area of work. They have a high support for budget as a determinant of a conducive environment for service delivery. Table 61

Hypothesis testing was analyzed on the variables that directed aligned to the hypothesis, service delivery culture under causes and cultural conducts with a significant p-value. H1- customer service culture. H10 null hypothesis is public servants do not have a customer service culture; H11 alternative hypothesis public servants have a service delivery culture. The analysis indicated a significance p-value of .002 less than  $p-0.05$ . the null hypothesis was rejected and failed to reject the alternative hypothesis. This means that public servants have a service delivery culture.

H2-Competence of public servants. H10 null hypothesis is that public servants are not competent to interpret legislation; H11 alternative hypothesis that public servants are competent to interpret legislation. Competence and competent frontline staff under elimination were used. The analysis indicated a p-value less than 0.05 which is a high significance and rejected the null hypothesis and failed to reject the alternative hypothesis. This means that public servants are competent to interpret legislation. Nonetheless, the results also show that there is a significant number of participants on salary level 6-8, mainly junior staff who are not sure about issues. We may be committing a type 1 error of rejecting the null hypothesis that is true.

H3-Feedback problem resolution loop. H10 null hypothesis is that government departments do not have a problem resolution feedback loop. H11 alternative hypothesis is that government departments have a problem resolution feedback loop. This was tested through providing feedback as having potential to curb service delivery protests. The analysis indicated a p-value less than 0,05 significance. The null hypothesis was rejected and failed to reject the alternative hypothesis. This means that departments do have a problem resolution feedback loop.

The triangulated results between the three categories of respondents on a cross tabulation Likert scale revealed that the :

- Causes of service delivery are – competence, service delivery culture, attributes and traits then government legislation.
- Effects of service delivery protests are on quality of life, customer satisfaction, economic growth and morale of citizens
- Service delivery protests can be eliminated through providing feedback, efficient service delivery. competent frontline staff, customer loyalty
- The cultural conduct ideal for service delivery is caring, belonging and serving
- The conducive environment for service delivery are characterized by sufficient human resources, budget and employee development.

#### **4.6 Research findings**

The research findings are derived from the data analysis discussed in the data analysis as per the section above. The section on research findings will be structure by research questions which is a mirror of the research objectives and the hypothesis tested in the study. The quantitative data was analyzed through a chi-square p-0.05 testing relationships between variables and associations between variables and departments, variables and provinces, variables, and categories of respondents. From a list of variables tested the following variables were influential in the study:

Question 1: What causes service delivery protests?

Influential variable- competence

Question 2: How can service delivery protests be eliminated.

Influential variables-efficient service delivery and customer loyalty

Question 3: What is an ideal cultural conduct for service is delivery.

Influential variable: serve.

Question 4: How does government department create a conducive environment for service delivery?

Influential variable: employee development and human resource provisioning.

The Finding are taken from the cross tabulations and the associations with a significance less or equal  $p=0.05$ . It should be stated that those variables with p-value greater than  $p=0.05$  have no significance and were left out. The findings are as follows:

#### 4.6.1 Finding number 1

All departments concur that government legislation causes service delivery protests the analysis was done conducting an association with departments. The participants were asked what the causes of service delivery protests and they are responded on a Likert scale. This association showed that the causes are attributed to government legislation with a p-value is .002. What means is that employees in all departments have a problem with interpreting service delivery legislation table 62

*Table 62: Association: Departments with variables tested*

Variables	Disagree	Not Sure	Agree	P-Value
<b>Government legislation-Causes</b>	<b>17</b>	<b>36</b>	<b>35</b>	<b>.002</b>

#### 4.6.2 Finding number 2

All departments concur that efficient service delivery may eliminate service delivery protests. The participants were asked to give their view in terms of how can service delivery be eliminated. Their response on a Likert scale showed a p-value of 0.005. this means that employee in the department would like the citizens to be served by competent frontline staff. Table 63

*Table 63: Association: Departments with variables tested*

Variables	Disagree	Not Sure	Agree	p-Value
Competent frontline staff-elimination	4	30	55	.005

#### 4.6.3 Finding number 3

Competence is causing protests p-.003. The participants classified through salary levels were asked about their views on that causes service delivery protests. Their responses showed a p-value of 0.003 on a Likert scale. This means that employees feel that service delivery protests are caused by incompetence. Table 64

*Table 64: Association: Salary Level with variables tested*

Variables	Disagree	Not Sure	Agree	P-Value
Competence-Causes	4	36	46	.003

#### 4.6.4 Finding number 4

The protests have an effect on customer satisfaction p-.001 . The association of salary levels and variables tested showed that service delivery protest have an effect on customer satisfaction. It should be noted that there are many respondents who are not sure. Table 65

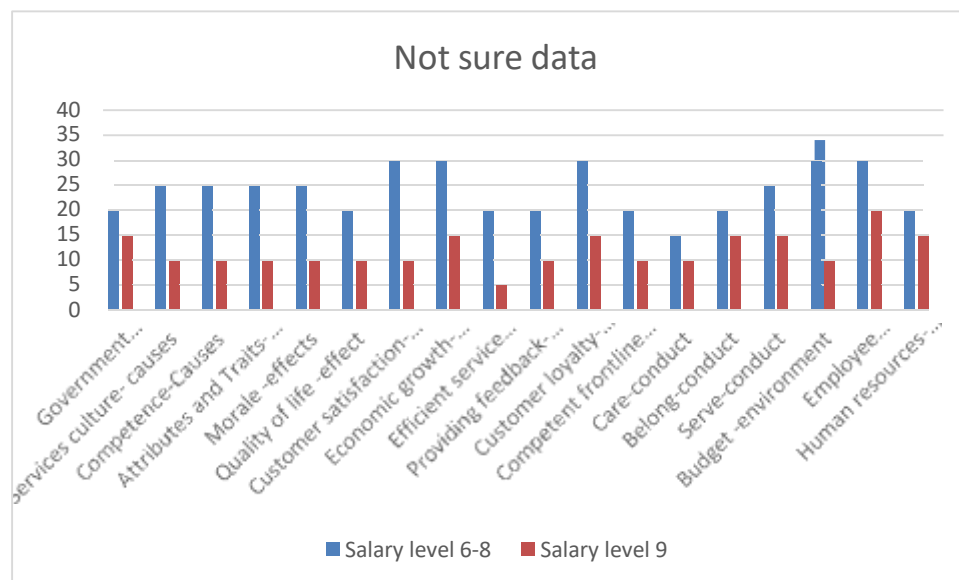
*Table 65: Association: Salary Level with variables tested*

Variables	Disagree	Not Sure	Agree	P-Value
Customer satisfaction-effect	3	44	42	.001

#### 4.6.5 Finding number 5

Employees of salary level 6-8 have a knowledge gap about the issues in their area of work. The level 6-8 are the most junior staff that is servicing the citizens. Their level of understanding is worrying. They seem not sure about all the variables and top five variables

are government legislation attributes and traits, morale, customer satisfaction, economic growth, customer loyalty, serving conduct, budget and employee development. This means that the competencies of these cohort is very low and one can just conclude that, this contributed significantly to the unhappiness of citizens. Figure 88



*Figure 88: Not sure data*

#### 4.6.6 Finding number 6

Efficient service delivery and customer loyalty have a potential to eliminate protests. This finding came from the association of categories of response and salary levels. Their responses showed a p-value of .001 across all the variables except care conduct p-.175. This means that employees, beneficiaries, and interviewees feel the same about all the variables. Table 66 below.



Table 66: Association: Categories Salary levels(n-89)

Variables	Disagree	Not Sure	Agree	p-Value
<b>Government</b>	<b>17</b>	<b>36</b>	<b>35</b>	<b>.001</b>
<b>legislation-Causes</b>				
<b>Services culture- causes</b>	<b>5</b>	<b>38</b>	<b>46</b>	<b>.001</b>
<b>Competence-Causes</b>	<b>4</b>	<b>38</b>	<b>47</b>	<b>.001</b>
<b>Attributes and Traits-Causes</b>	<b>3</b>	<b>41</b>	<b>45</b>	<b>.001</b>
<b>Morale -effects</b>	<b>2</b>	<b>40</b>	<b>37</b>	<b>.001</b>
<b>Quality of life -effect</b>	<b>2</b>	<b>37</b>	<b>50</b>	<b>.001</b>
<b>Customer satisfaction-effect</b>	<b>3</b>	<b>44</b>	<b>42</b>	<b>.001</b>
<b>Economic growth-effects</b>	<b>3</b>	<b>46</b>	<b>40</b>	<b>.001</b>
<b>Efficient service delivery-elimination</b>	<b>5</b>	<b>29</b>	<b>55</b>	<b>.001</b>
<b>Providing feedback-elimination</b>	<b>1</b>	<b>32</b>	<b>56</b>	<b>.001</b>
<b>Customer loyalty-elimination</b>	<b>5</b>	<b>44</b>	<b>40</b>	<b>.001</b>
<b>Competent frontline staff</b>	<b>4</b>	<b>30</b>	<b>55</b>	<b>.001</b>
<b>Care-conduct</b>	<b>14</b>	<b>26</b>	<b>49</b>	<b>.175</b>
<b>Belong-conduct</b>	<b>6</b>	<b>39</b>	<b>44</b>	<b>.001</b>
<b>Serve-conduct</b>	<b>5</b>	<b>49</b>	<b>37</b>	<b>.001</b>
<b>Budget -environment</b>	<b>6</b>	<b>40</b>	<b>43</b>	<b>.001</b>
<b>Employee development-environment</b>	<b>10</b>	<b>52</b>	<b>27</b>	<b>.005</b>
<b>Human resources-environment</b>	<b>5</b>	<b>37</b>	<b>47</b>	<b>.001</b>

#### 4.6.7 Finding number 7

An ideal cultural conduct is that of serving. The cultural conduct that is influential in the study is serve, therefore the finding will be confined to the variables that are influential with a p-value .001. This means that the most dominant cultural conduct is that of serving. Table 67 below.

*Table 67: Association: Categories and Salary level indicating influential variables*

Variable	Weight of variables	P-Value
Serve-conduct	3.02	.001

#### 4.6.8 Finding number 8

A conducive environment for service delivery is characterized by human resources and employee development p -value .001. The participants were asked to state their views about a conducive environment for service delivery. Their responses showed a significant p value of .005 for employee development and a p value of .001 for human resources. This means that a conducive environment is characterized by sufficient human resources who are continuously developed.

*Table 68: Association: Categories and Salary level indicating influential variables*

Variable	Weight of variables	P-Value
Employee development-environment	5.51	.005
Human resources-environment	3.51	.001

#### 4.6.9 Finding number 9

Provinces do not show differences in terms of the variables tested and the p-value is greater than 0.05. The provinces did not show a significant level, which means that all provinces have similar views in terms of the variables tested. Figure 89 below.

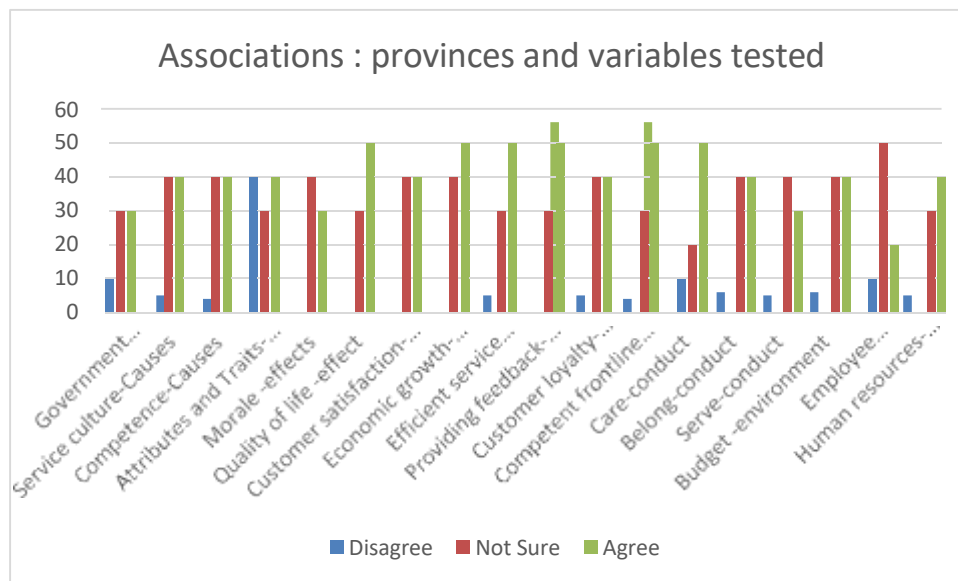


Figure 89: Associations : provinces and variables tested

#### 4.6.10 Finding number 10

Ages do not show differences in terms of variables tested p-value greater than 0.05. The association by age did not show a significant level. This means that all ages interacted with the questions and the variables in the same manner.

#### 4.7 Discussion of Findings

The purpose of this section was to discover evidence to refute the assertion that public officials lack a service delivery culture, are unable to comprehend law and translate it into implementation plans and are therefore responsible for the high level of service delivery objections and answer the research questions : Causes of service delivery protests, how such can be eliminated, the cultural conduct for service delivery and the determinant of a conducive environment for service delivery.

Literature concerning the social sector reveals that service delivery demonstrations pose a problem for most nations. In South Africa, protests are prevalent in the provinces of Gauteng, KwaZulu-Natal, and the Free State (Alexander, 2010), which led to the selection of this research topic, a study of service delivery in post-apartheid South Africa.

The objective of this study was to determine, from the perspectives of public servants and their clients or beneficiaries, the causes, and effects of service delivery on people, as well as the means by which they can be eradicated. A claim was made that South Africa, despite having good international, national, and local service delivery legislation, continues to see high service delivery protests.

At the country level there is consensus that service delivery is a human rights concern and that all nations should comply with the United Nations Millennium Goals (2015) (UN) as a means of safeguarding human rights. According to the UN Millennium Development Goals central to basic needs of citizens and that there is a consensus that all state apparatus in all nations should be capable of addressing all the imperatives. To provide efficient services, staff must be competent as positioned at the center of service delivery. This section will discuss the findings in relation to the research questions through cross tabulations, association between department, association between salary levels, association between categories and the variables teste.

#### **4.7.1 How findings respond to causes of service delivery.**

The data analyzed demonstrated that competence, attributes and traits, service delivery culture and government legislation are the main causes of service delivery protests. Existing research supports incompetence as the root cause of service delivery complaints. Competencies are the features of an employee's motivations and the things he or she regularly considers or desires. Traits include a person's consistent responses, self-control, knowledge, operational or technical understanding, and talents are the things a person can do that can result in superior job performance. Schulz and Meyer (2017) concur with the notion that a frontline employee must be proficient in all customer service abilities to provide a superior experience and build brand perception. These include excellent communication skills, which include listening to and understanding the needs of customers and responding appropriately; patience; dealing with all types of situations effectively; empathy and understanding the feelings or distress of clients; and being proactive, such as reaching out to clients and assisting them before they approach you.

The Public Service Regulations (2001) [www.gov.za](http://www.gov.za) define the competence of public servants as a mix of knowledge and skills, behavior, and aptitude, which qualifies a candidate for a position. These public employees should be well-versed in legislative structure, policies, planning processes, organization, and decision-making. The new administration of the public service advocates for a governance framework that provides citizens with greater value (Colsen, 2005). The new public governance framework emphasizes the development of internal capabilities. According to the literature, collaborative competency enables involvement as a crucial factor. Collaboration involves both imagination and negotiation abilities. Other generic competencies include analytical skills, honesty, leadership, creative communication, and persuasion. Key components include frontline personnel with the specific following skills, which facilitate improved client interactions:

- Emotional intelligence - to facilitate logical decision making. This includes empathy, patience, and the capacity to interpret nonverbal cues.
- Shared values and beliefs - to deliver superior judgment regarding client needs.
- Product and services - to be in a better position to describe the department's or company's services and goods.
- Language - for improved communication with all client kinds.
- Soft and hard abilities for utilizing modern technology in customer service.

The research confirmed that competence, personality traits, and attitudes are crucial factors, and that incompetence will result in service delivery protests. A competent public worker should be able to recognize and anticipate potential dangers and eliminate them to ensure the safety of both personnel and people. Government regulations were ranked third as a factor in service delivery protests. Batho Pele legislation is crucial to service delivery in South Africa. Competent frontline personnel would be able to comprehend the eight Batho Pele principles and translate them into implementation plans. Implementing Batho Pele well will foster a culture of service delivery. Customers must always be consulted, and service standards must be developed jointly with them. These requirements must be followed in order to guarantee that citizens receive effective services. Communication and feedback will guarantee that information is regularly shared. This will benefit both citizens and the government. Government should spend time in teaching its frontline workers to comprehend the legal framework that controls service delivery, as proper implementation of these laws

has the ability to harmonize interactions with all parties.

#### **4.7.2 How findings respond to effects of service delivery protests.**

The outcomes of the data analysis were that the effects are more visible in the quality of life, customer satisfaction, and economic growth. The strongest effects of service delivery protests, according to research, are quality of life and customer satisfaction, at the bottom are economic progress and morale of citizens.

In the South African context, the quality of life enshrined in the rights of citizens is governed by Chapter 2 of the Constitution of the Republic of South Africa (1996): Bill of Rights, which states: (1) every person has the right to equality before the law and equal protection of the law; (2) no person shall be unfairly discriminated against, directly or indirectly, on the basis of race, gender, sex, ethnicity or social origin, color, sexual orientation, age, or disability; belief, culture and language.

The Constitution of the Republic of South Africa (1995), The Bill of Rights, grants every human being the right to a healthy environment; the right to adequate housing and protection against arbitrary evictions and demolitions; the right to access health care services; sufficient food and water; social security in cases where citizens cannot support themselves and access to emergency medical treatment; the right towards every child or person under the age of eighteen; and the right towards every child or person under the age of eighteen. The right to conditions of imprisonment that respect human dignity, including sufficient accommodation, sustenance, reading material, and medical treatment, is likewise extended to all prisoners (sections 22-29 and 35(2)(e) of the constitution). The research reveals that service delivery demonstrations are a breach of human rights and that the lack of these rights leads to customer discontent and low citizen morale, which in turn leads to service protests. Continual service delivery protests impede economic expansion.

As a foundation for customer retention, individual pleasure is tied to client or customer satisfaction. The public service administration of the Republic of South Africa has

made efforts to increase customer satisfaction by making available resources and legislative frameworks for service delivery; however, the country continues to experience a high number of protests. According to a study conducted by Renaweera et al. (2003) on the significance of customer satisfaction and trust as determinants of customer retention, both satisfaction and trust have an impact on customer retention; however, the linear effect of retention and satisfaction is greater than that of trust. It concludes that a satisfied client may be loyal, but not always trustworthy. However, if public services can create client or customer trust, they will ensure customer satisfaction, loyalty, and retention. Citizen<sup>19</sup> satisfaction is essential since it reflects the nature of governance and politics in a nation.

#### **4.7.3 How findings respond to elimination of protests.**

The evidence from data analysis tells us that service delivery protests can be eliminated through providing continuous feedback to citizens, allowing the public to be served by competent frontline staff and thriving to develop customer loyalty. There is a belief that government has limited resources and consequently cannot satisfy all needs of citizens; however, regular feedback on the performance of services, whether positive or negative, may lessen these protests.

The systems theory that anchors this study, the performance management system is grounded by providing feedback. Performance management necessitates that subordinates receive feedback during performance review and evaluation. The system theory dictates that outputs must either be communicated to recipients or feedback into the system as input. Organizations are required to provide feedback to their stakeholders and customers. This procedure will ensure system continuity.

The research conducted by Morudu (2017) in an effort to identify useful variables that policymakers can use to reduce service delivery protests in municipalities revealed that there is a correlation between basic services, specifically that protests tend to increase when housing, electricity, sewerage, sanitation, refuse removal, schools, and hospitals are in a

---

<sup>19</sup> Citizenship is the legal right to belong to a particular country, having the right to vote, work and pay taxes (vocabulary.com).

declining position. These services should be supplied appropriately to reduce service delivery protests. Additionally, the policymaking environment should be enhanced to permit greater citizen participation. Here, resources should be allocated towards the needy. As a means of reducing service delivery protests, further research performed by Local Government SETA stimulates social discussion, provides skill development, and creates jobs for young. Research indicates that a focus on kids will prevent youth from being recruited to join in protests (cnd.lgseta.co.za).

In accordance with the Batho Pele principles service delivery legislation, clients must be regularly provided with information in order to keep them conversant with what the government is doing. As stated by Alon et al (2018), feedback enables individuals to provide each other with inputs allows organizations to rectify their errors and subpar performance. Customers are the best source of information regarding work and service excellence as they experience it.

A service is intangible and is typically created and consumed at the same time. The intangibility of services means that they cannot be touched, yet their delivery can be felt.

According to Parker-muti (2009), services are not physical resources, but rather economic transactions involving the exchange of specialized skills and information. This position is also backed by Rao and Holt (2005). As a member of the frontline crew, one is required to ensure that every consumer, regardless of whether they received what they desired, leaves satisfied. According to Mhango (2013), customers or clients do not value bad service delivery, and in the event of poor service delivery, the majority of customers would engage in service delivery protests.

Literature suggested that poor service delivery can be improved by increasing citizen participation through partnerships with communities, capacity building and employee motivation, managing change; combating corruption and increasing accountability; segregating management and employee responsibilities; and establishing partnerships with others. Service delivery occurs inside a service delivery system, which includes components like (a) customer service quality, (b) employee engagement, and (c) customer expectation



Mhango (2013).

The quality of service delivery comprises plans, procedures, and performance management systems. Total Quality Management (TQM) is concerned with quality and customer satisfaction at all organizational levels. The system of quality management is a third alternative for the research's framework. According to Slack (2007), TQM is an effective approach for combining the quality development, quality maintenance, and quality improvement efforts of diverse groups within a company to create customer-satisfying services in the most cost-effective manner. Everyone in the organization contributes to quality, and every employee should strive for quality precision. It prioritizes listening to frontline employees above all else. Numerous activities, including meetings, questionnaires, and imbizos, can be utilized to listen to and consult with clients.

Consumer loyalty is the likelihood that a customer will do business with a company again or acquire the brand, product, or service again. It is the product of client happiness and customer experience. Client expectation is the degree to which a service satisfies customer requirements. When a customer perceives that he or she has received a service that exceeds their expectations, we may refer to this as outstanding service. The difficulties of achieving service excellence are linked to the immeasurable nature of the service. In addition to evaluating services based on their opinions, customers also assume that good service is what they anticipate, which presents a dilemma. Perceived below par service delivery indicates that customers are not receiving the expected level of service (Sagamer.co.za, 2010; retrieved 10/12/ 2020).

#### **4.7.4 How findings respond to ideal cultural conduct of employees that supports service delivery.**

The data indicated that desired cultural conduct are caring, serving and belonging. The public service demonstrates that public officials ought to sustain the concept of Batho Pele belief sets, that we care, we serve, and we belong. The issue is whether it is permissible for public employees to join in public service delivery protests alongside civilians. The results indicated that the majority supports their participation in protests and demonstrate that

they are members of their communities. As citizens, public servants are expected to join in protests to demonstrate that they belong to their communities. These individuals are in the center of government delivery and are responsible for ensuring that such services are provided. It is an abnormality that public personnel join in protests, rather than being encouraged to provide effective services that would prevent such demonstrations.

According to the dictionary, to belong is to have a relationship with a member, resident, or adherence (dictionary.com, retrieved 11 /12/2020). In this case, it implies to be a part of the community. This opinion is supported by normative research.

Normative research provides definitive solutions to questions such as which standards for evaluating behavior should be recognized and why. This normative approach is a value-based method to forming communities, predicated on the premise that all individuals have a need to belong, desire a feeling of purpose, and seek achievement (Narifi.org as of 11/12/2020). This methodology assists the research study since it aims to comprehend the ideal norms and criteria that govern good public service. Public officials are required to exhibit ethical behavior and demonstrate compassion, regard for others, and helpfulness.

A concerned public servant is courteous and empathetic. This individual would ensure that the delivered services always satisfy the established criteria. Due to the fact that public officials are also citizens, it would be challenging for them to maintain a distance from community events. However, as a custodian of service delivery, a public worker cannot abandon that duty and participate in service delivery demonstrations; rather, they should be a good servant and provide the services as expected. According to Victor Khodaya, a member of business development at the United Nations, tenacity is the capacity to dedicate oneself to enhancing the quality of life in society. It focuses on the ability to produce outcomes and better the lives of others.

A code of conduct is a set of appropriate behaviors and social conventions that a person should adhere to when engaging with others and an organization. The agreement between the

employee and the employer becomes legally binding when both sides approve and sign it. The code of conduct establishes and enforces a standard of acceptable behavior for all organizational stakeholders. A code of conduct may vary from organization to organization, but it may include the following:

- Professional standards and behaviors expected from the employees.
- Integrity and ethical standards of a company with core values of the business and how employees should handle conflict.
- The level of professionalism the employee should adopt in following the reputation and standards of the business.

In South Africa, the code of conduct is specified in Chapter 2 of the Public Service Regulations (1999), which implements Chapter 10 of the Constitution of the Republic of South Africa. In addition, it serves as a guide for what is expected of an employee. The code of conduct encourages excellent behavior, and if an employee is found to have violated the code, they will be guilty of misconduct. It controls the connection between employees and the legislative and executive branches. The personnel must be loyal to the Republic and the Constitution, put the public interest first when doing their tasks, uphold the policy, be conversant with the legislative framework, and collaborate with public institutions to advance the public interest. Employees should have a relationship with the public and promote the equity and well-being of South Africa, serve the public in an impartial manner to instill confidence in the public service, be polite, helpful, and reasonably accessible at all times, show consideration for the public's circumstances and concerns when performing official duties; should not unfairly discriminate against any member of the public, does not abuse his or her position and power, and resigns if he or she violates these standards. A relationship amongst employees by cooperating fully with other employees, executing all reasonable instructions delegated persons give them, not favoring relatives and friends in work-related activities, using the proper channels to air grievances, being committed to the optimal development, motivation, and utilization of his or her staff and the promotion of sound labor practice, and dealing equally and fairly with other employees regardless of race, gender, social ostracism, or sexual orientation. Employees should focus on performance of duty and serve to achieve the institution's objectives, resolve problems in an effective and efficient manner, refrain from transactions that conflict with their duties, be available for training and

development, report any offences, corruption, nepotism, maladministration, and any other act prejudicial to the public interest, and maintain the confidentiality of matters, documents, and conversations deemed confidential. The employee's personal conduct and private interests should be aligned by dressing appropriately, acting responsibly regarding alcohol and substance intoxication, not using position to obtain private gifts, not disclosing official information for personal gain, and not engaging in remunerative work outside the public services without approval (Public Service Regulations, 1999).

#### **4.7.5 How findings respond to the creation of a conducive environment for service delivery.**

The data revealed that a conducive environment for service delivery is characterized by human resources, budget and employee development. Human resources are an organization's greatest asset, as they are the public face and service delivery mechanism. The success of businesses is directly proportional to the talents and abilities of its employees; consequently, it is essential to attract, develop, and retain highly skilled individuals (Kristin, et al., 2015). Employee retention is the most significant challenge organizations are facing because it supports sustainability.

Human resource development is important at all levels in the organization. The Skills Development Act (1998) is intended to develop the skills of the South African workforce in order to improve the quality of life of employees, their employment prospects, and labor portability, as well as to increase workplace productivity and self-employment competitiveness. The Public Service Regulations and the Performance Management Policy encourage personal growth. Individuals are responsible for ensuring that they receive training, while the supervisor and employee are jointly responsible for creating a personal development plan (PDP).

Retention of highly skilled and experienced personnel is a voluntary move by an employer to establish an atmosphere to keep employees engaged and, in the long run, retain them (Chiboiwa et al., 2010; Chaminade, 2006). According to Johnson et al. (2009), retention is determined by the overall value of recruitment and development linked with optimal

services offered on the job as a return on investment. Retaining frontline employees can be advantageous because their work involves comprehensive knowledge of the organization's culture, products, and systems in order to offer excellent customer service and optimal utilization of resources.

Dembour (2010) argues that the budget is a fundamental part of service delivery. The execution of the Millennium Development Goals is a commendable effort to establish a budget suitable for service delivery in the international environment. The budgets of various nations, towns, and communities for various services vary. Budget allocation can serve as an indicator of service delivery priorities, as agreed. According to the Millennium Development Goals, the arguments of the purposeful school of thinking have compelled South Africa to establish laws and legislation that support the allocation of budget to improve service delivery. The National Development Plan mandates employee accountability, which entails knowing what has to be done and acting appropriately (Fanyane, 2005). McLennan agrees with Fox et al. (1994) that service delivery should improve citizens' level of living. Despite the cost, an equal distribution of resources should be achieved between urban and rural areas (Burger, 2018). South Africa has made budgetary resources available for service delivery and human rights implementation.

Due to limited resources, government departments cannot provide public services on their own. The government is strongly encouraged to collaborate with the corporate sector and community organizations on service delivery. The Public Private Partnership (PPP) is a contract in which the public sector delegates some of its responsibilities to a private partner under a long-term agreement that specifies the rights and responsibilities of each party during the length of the agreement (Marques, 2017). According to the Corporation's Act, firm social responsibility is one of the institutional agreements to develop or rather share profits with the communities in which the company operates, through education and developing facilities for the community's benefit. Areas should also value and care for all public and private investments made in their communities.

#### 4.7.6 How findings respond to theory and conceptual frames

**Systemic thought:** As stated by Polese (2010), the system theory examines the linkages, synergies, and complexities that exist within government and are held together by legal frameworks. Similar to the ideas described by Wadsworth, Ric & Cooper (2010), different government departments perform government service delivery; yet, they differ in how they deliver their services, which is governed by shared legislation and regulations. The system is characterized by its interconnected components or subsystems, which align it according to Holland (2012). According to the research findings, in order to remove service delivery protests, one must address the causes and effects of service delivery protests, as they are interrelated communication and processes (2011). Taylor and Westover advocate the following: causes (competence and attitudes of public employees), effects (quality of life, customer satisfaction, citizen morale, and economic growth), and general organizational culture (budget, human resource provisioning, and human resource development) (2011).

The proponents of systems theory argue that a system is viewed as a web of relationships between elements with common patterns and qualities that may be understood and used to gain greater understanding of the behavior of a complex event. Schoeneborn, & Seidi (2012). This implies that complexity necessitates synergy between all system components in order to address a problem.

**Quality Management System :** The philosophy of quality management contributes to the production of high-quality services. The philosophy of quality management promotes order to prevent chaos. Input–transformation–output, coupled by feedback in society, or as a product or service, or as input again to create a continuous system, characterize it. All phases of the resolution of service complaints would be governed by quality. Inadequate service delivery will inevitably result in service protests (Mauch, 2010).

In its attempt to build order within an organization in order to prevent chaos, the idea of quality management highlighted aspects that are essential. These characteristics pertain to

leadership and scope of control, products or services that relate to the transformation process in which inputs are transformed into outputs of final products or services, and support that prioritizes efficiency and effectiveness (Mauch, 2010). Effective services are related to quality services. This information supports the conclusion of the research that efficient service delivery would eliminate service delivery protests. This viewpoint is also backed by the notion of performance management, which generates efficient services.

**Performance Management System:** The focus of performance management theory is how people contribute to the performance of the organization. The purpose of performance management is to achieve organizational success (Armstrong, 2001). This confirms the research conclusion that an organization's success is dependent on personnel who are competent, have positive attitudes, and are able to provide great services to the public.

This indicates that both individual and organizational competence are necessary for the efficient delivery of services and the suppression of service delivery protests. A competent individual is one who achieves the major performance areas, goals, and objectives of his or her job, hence adding value to the lives of citizens. According to Brumback (2003), the term performance refers to outcomes and should be evaluated based on their influence. Performance is related to an individual's potential and comprehension. In performance management, setting standards and identifying critical performance areas are crucial components.

Additionally, the performance process is aligned with the systems theory of input–transformation–output, which is facilitated by feedback. The study found that feedback can be used as a remedy for service delivery protests. Citizen feedback encourages government cooperation. In order to reduce service delivery protests, continuous feedback to citizens should be enhanced.

#### **4.7.7 How the findings respond to the problem of the study**

Why are service delivery demonstrations in post-apartheid South Africa a perennial problem or challenge? is the primary study topic. Despite solid international, national, and municipal service delivery legislation, South Africa is still recognized as a service delivery protest nation, which is the primary issue. The research aims to comprehend the causes and effects of service delivery, as well as how they might be eradicated, from the perspectives of public officials and the recipients of government services. The research evaluated whether public employees contribute directly or indirectly to service delivery demonstrations. Public servants are responsible for service delivery; consequently, they must be competent and exhibit good attitudes that satisfy customers so that they do not turn to protests.

This study's findings revealed that service delivery protests are a persistent issue due to the inefficiency, negative attitudes, and character flaws of public officials, which negatively impact the quality of life and citizen happiness. The research indicates that for the South African government to improve its image, it must reduce service delivery protests by offering continuous feedback and effective services.

The findings of social science research indicate that ineptitude, attitudes, and features of frontline employees garnered the most replies as causes of service delivery protests. in contrast to legal framework and service delivery culture. The analysis indicates that the South African government has effectively promulgated legislation regarding service delivery. To satisfy clients, however, these laws demand competent staff with positive attitudes and characteristics. The focus should be on developing a knowledgeable and talented workforce that can read legislation and translate it into client-beneficial service implementation plans and actions.

The second conclusion regarding the effects of service delivery revealed that quality of life and contentment received the highest response, while citizen morale and economic progress received the least. Public servants are aware that service delivery protests will have



an impact on the quality of life of citizens and consequently their contentment. Citizen morale is affected by dissatisfaction, which may result in citizen protests. Most protests result in infrastructure vandalism, causing the government to spend money on repairs. This comprehension can be utilized to alter the negative attitudes of public officials and increase client satisfaction.

The highest replies to the third finding on how service delivery complaints can be reduced were feedback, customer satisfaction, and customer loyalty. The public servants should provide ongoing, positive and negative feedback on the services they provide. The absence of feedback demonstrates a lack of responsibility, leading the public to draw judgments and view the situation as non-service delivery.

The biggest proportion of responses to the fourth question regarding the participation of public officials in service delivery protests concerned a sense of belonging, followed by caring and service. The question aimed to determine whether public officials perceive the demonstrations as their failure to provide service. Problematic is the answer that both public servants and beneficiaries thought that public servants should join in protests since they are also citizens or as a method to demonstrate their community membership. This demonstrates a lack of understanding that public servants represent the state's voice and are important to the non-delivery of services. Departments of government should ensure that its personnel understand that they are the government's delivery arm, and that they should demonstrate their sense of belonging, service, and care for their residents by providing outstanding services.

The fifth conclusion addressed how government agencies may build an environment conducive to service delivery. The biggest number of comments pertained to budget provisioning, followed by competent frontline personnel who routinely attend training to stay abreast of new developments. The presence of competent, sufficient human resources and a sufficient budget produces a hospitable atmosphere for service delivery that builds on organizational culture. The delivery of services is impossible without a sufficient budget and workforce. In some cases, government's inadequate resources may result in the non-delivery

of services.

#### **4.8 Conclusions of the section**

It can be confirmed that all research questions were responded to and that the how the recommendations will be implemented by departments and provinces will depend on their local dynamics and challenges they are facing at a particular point in time. The strategies they employ will talk to their progress in implementing the service delivery legislation and the rate of protests they are facing. Normative research elucidates the norms and standards that should be applied in monitoring and evaluation of progress in this regard..

Employees are responsible for service delivery when interacting with consumers or clients. Employee engagement in this context relates to how employees connect with consumers or clients. Most businesses provide a customer service model to ensure that services are centered on creating value to clients and the business. Additionally, the model directs frontline personnel to provide the crucial experience to clients or consumers (servicesfuture.com). Employee involvement with clients or consumers is also guided by employee attitudes and human resource practices. It is believed that high involvement is a key success factor in service delivery (servicesfuture.com).

The systems theory advocates for government departments to work together as their functions are interrelated and are bound by legislative framework. This legislative framework is the same across all departments, however department are responding to different priorities in their provinces hence the different levels of performance. This can be attributed to the skills level within a department, the resources, and the relationship with communities.

The study highlights that indeed the public servants contribute to the service delivery protests through their incompetence, inferior knowledge, and negative attitudes. This call for urgent attention to the competencies of frontline staff. The government should ensure that capacity of frontline staff is improved and that they are able to handle the feedback resolution processes.

## **Chapter 5: Implications, Recommendations and conclusions**

### **5.1 Implications**

#### **5.1.1 Introduction**

The purpose of the study was to investigate the dilemma facing South Africa, which is that despite having solid national regulations and policies, international rules and agreements, South Africa is still perceived as a service protest nation. The implications to government that After 27 years of democracy and the adoption of excellent service delivery legislation, South Africans continue to be unsatisfied with the quality of government service. The significance of the findings is to confirm that South African Government is aware of the competence of government frontline staff, to understand the good attributes, attitudes, and traits that are ideal for providing efficient services to citizens, determining if the conduct of public servants is aligned to services delivery culture and that the environment at government departments is conducive for service delivery. This chapter would focus on the: 1) implications of the study, 2) recommendations of the study, 3) suggested model for improving service delivery and manage protests and 4) a conclusion.

The implications will be structures around the objectives of this study. The significances of this research study's results are that service delivery should provide value to the lives of the individuals it serves. Fisch (2015) argues for ethics and anti-corruption as a means of creating value. The South African government has enacted legislation that must be executed in order to provide value for its residents. Under the guidance of the Batho Pele principles, communities should be consulted to determine their expectations, and together with government departments, they should establish standards for measuring service delivery. These criteria should be conveyed and publicized as a service delivery charter, and citizens should be informed on a regular basis of service departments' plans to offer the agreed-upon services and provided with feedback on their progress.

### **5.1.2 Implication for theory**

The finding of the research showed that the objective of finding the main causes of service delivery protests was alluded to competence, attributes and traits service delivery culture and service delivery legislation. the inability to understand service delivery legislation. The implications are that majority of the frontline staff do not have the knowledge and skills requires to do their job hence the high rate of protests. The skills development initiatives and knowledge management is not adequate. The South African government should invest in training their frontline staff on legislative framework, the organizational culture, the product, and services and more especially customer service. The declaration of the new public administration that employees should comprehend legislation as the guide for how services should be given encourages the growth of employee competence. The development of competence relates to the development of character to produce public service cadres who uphold the government's ethics and ethos.

### **5.1.3 Implications for Policy**

The consequences of the second conclusion are related to the effects of service delivery protests, which, to a certain extent, level the variables of quality of life and customer satisfaction, while lowering the morale of citizens and the rate of economic growth. The implications are that consumers will use the sentimental connotations to quality of service expected. That perceived service will impact on the quality of the service delivered. The burden is on departments to add innovation in their services to arouse desired consumer emotions. A satisfied consumer will follow the complaint resolution process as opposed to protesting service delivery.

### **5.1.4 Implications for Practice**

The consequences of the third finding include the elimination of service delivery protests. Our research, suggest that feedback and customer loyalty are crucial in addressing consumer unhappiness; consequently, it may prevent protests. the implication of this finding is that providing continuous feedback to citizens should be at the center of government processes. This finding is related to the earlier finding

that protests will affect customer happiness, loyalty, and trust. Continuous feedback, whether favorable or negative, will keep citizens informed and confident, hence reducing service delivery protests. the south African government should understand their citizens and craft feedback based on how they are wired.

In practice, departments should properly adopt and implement Batho Pele principles as the only process to understand the public. The entire Batho Pele technique is laborious, but it needs a knowledgeable employee to comprehend its underlying ideas and transform them into standard operating procedures (SOPS). Standard operating procedures are a practice that all employees are expected to adhere to when delivering services.

### **5.1.5 Implications for Context**

Our fourth finding results are concerned about the cultural behavior of frontline personnel that they should be more concert about caring, serving then belonging. The implications are that if employees are deeply rooted in the caring and belonging, they will have to participate in service delivery pretests as the results from beneficiaries' revel. Beneficiaries or customers want government personnel to participate in protests as a sign of belonging to their communities, according to the research results. The SA government is faced with the challenge of enforcing the public service regulations that employees are a government machinery and cannot participate in service delivery protests. The public service regulations provide an agenda for the conduct of public officials. It stipulates that public officials should not act in a manner that brings the department into disrepute. It is stated that frontline employees should exhibit a sense of belonging and caring through serving their communities with dignity rather than service protests.

The fifth finding's findings address the organizational environment that supports service delivery. Our research findings suggest that a conducive environment for service delivery consists of sufficient human resources, budget and employee training. The implications are that government departments should provide well

trained individuals to serve the public and adequate budget. Consequently, service delivery is impossible if there are insufficient funds. Misappropriation of funds, which citizens consider as corruption or perceived corruption, fuels citizen discontent. Departments should be held accountable for both their performance and expenditures. The Auditor General is responsible for both performance and financial audits to hold departments accountable for accomplishing goals and not overspending or underspending. Both overspending and underspending might result in departments obtaining a qualified audit finding.

#### **5.1.6 Limitations of the study**

The limitation of the study is that the sample was limited to frontline staff who are predominantly junior officials in the public service. The public service operations consist of level 6-13. Should the entire group be included, the knowledge gap that was revealed would have been closed by getting inputs from the more informed officials. The results revealed that the employees on salary level 9 seems to agree more rather than not being sure. The research would benefit from including the other levels.

The second limitation is that data was collected electronically and through an interview. This was due to COVID 19 protocols restrictions on face-to-face encounters. This mode made it difficult for the researcher to ensure full participation of respondents and not resort to volunteers. Should the researcher be given a second chance in the future, the study would be repeated.

### **5.2 The study contributions**

#### **5.2.1 How the study contributes to a body of knowledge.**

The current research in service delivery focusses on government and municipalities failure to deliver adequate services to citizens and on a number of protests per province. This research revealed from the perspective of public servants and clients that failure to deliver is predominantly from incompetence, bad service delivery culture and attributes and traits which at the end contribute to service.

The study adds to the current body of information based on the notion that all employees must be competent at an acceptable level to do their jobs. These competencies may include knowledge, abilities, and attitudes. These opinions, which are reinforced by Olsen (2005), are that public employees should be knowledgeable about the law and advocates for collaborative competency and negotiation abilities. Additionally, there are emotional intelligence and language skills. This study did not describe the sorts of service delivery-critical competences. The findings will add to the existing understanding of the reasons of service delivery protests and generate a cognitive theory-based discourse to enhance the competence of frontline employees.

The second finding suggested that the effects of service delivery include customer satisfaction and quality of life. The least efficient were citizen morale and economic progress. The second finding aligns with the consensus of academics. Chapter 2 of the South African Constitution (1996) and the United Nations Millennium Goals (2015), which encourage equal rights for all citizens, enhance quality of life and consumer satisfaction. It is supported by the principle of quality management, which encourages quality services. This study cannot assert whether or w the quality of life of employees affects service delivery, given that was not its emphasis. The focus of this study was on the effects on citizens, not employees. According to Mc Manus et al (2018) and Felce (2003), quality of life is multidimensional, including physical, emotional, material, and social dimensions; consequently, any or some of these may have an impact on employees' ability to provide services. Ideally, a comprehensive assessment on the quality of life and satisfaction of both employees and citizens should be conducted to determine which factor is predominant.

The third result was that service delivery complaints can be reduced through continual feedback and efficient service delivery, hence fostering customer loyalty. The research finding is based on prior knowledge that feedback fosters continued communication in practice and that communication can bring parties to an agreement or an agreement to disagree.

Theoretically, feedback is a cornerstone of systems theory, wherein interconnected elements should offer feedback to the central repository based on the input–transformation–output process in a manner that generates synergy among all system members. The output is delivered to the external environment or supplied back into the system as input. The principle of performance management promotes efficient service delivery by providing regular feedback. This study confirmed that these frameworks and imperatives may provide solutions to service delivery demonstrations. The Batho Pele principles encourage contact with communities and constant feedback through standard-setting, information-sharing, and the provision of information access. The published research indicates that despite the province of Gauteng's high service delivery protests, there has been an improvement following the implementation of "Ntirisano" by the premier of Gauteng. "Ntirisano" is a forum for addressing and providing input on community-related issues. According to operational implications, service delivery occurs at the municipal level; therefore, all system components must collaborate, as proposed by systems theory. Governments at the national and provincial levels should hold municipalities accountable and guarantee they provide services.

The fourth conclusion concerned the behavior of employees in support of protesting residents during service delivery demonstrations. Citizens expect government personnel to participate in service delivery protests, according to the report. Employees also believe that they should join in service delivery protests to demonstrate their community membership. Citizens are employees; nevertheless, public service statutes classify employees as government machinery and not as citizens. They are the state's organ of service delivery. Public officials should provide all required services. My study results do not correspond with those of other scholars or with the government's expectations for its personnel. The research cannot quantify employee engagement in service delivery protests. The Batho Pele belief sets state that employees should demonstrate their community membership by caring for and serving citizens faster and effectively.

The fifth conclusion showed that firms should build an environment conducive to service delivery by making budgets available, providing human resources, and ensuring continual employee development. Departments are staffed with personnel at help desks who react to inquiries; but, if these frontline employees are incompetent, they cannot serve this



function. Throughout a performance cycle, personal development plans are advocated by performance management system. This study did not measure the financial and human resources required for departments to effectively service their clients. The provisioning of human resources should prioritize the recruitment and retention of the top personnel. Departments should ensure that residents are served by the most senior and qualified personnel, at least at the assistant director salary level 9-12, who assume full responsibility and make decisions about the implementation of services.

### **5.2.2 Value add model for service delivery in the public service.**

In the public sector, using a value-add model is a problem-solving strategy. The value-add model in service delivery is a mechanism by which the South African government would improve the performance of its personnel to the point of excellence. This strategy attempts to establish a win-win situation for both clients and government because the customer feels they have received excellent service and the government is pleased because they have performed optimally. McCourt, W, (2013) states that government cannot provide added value to citizens unless they:

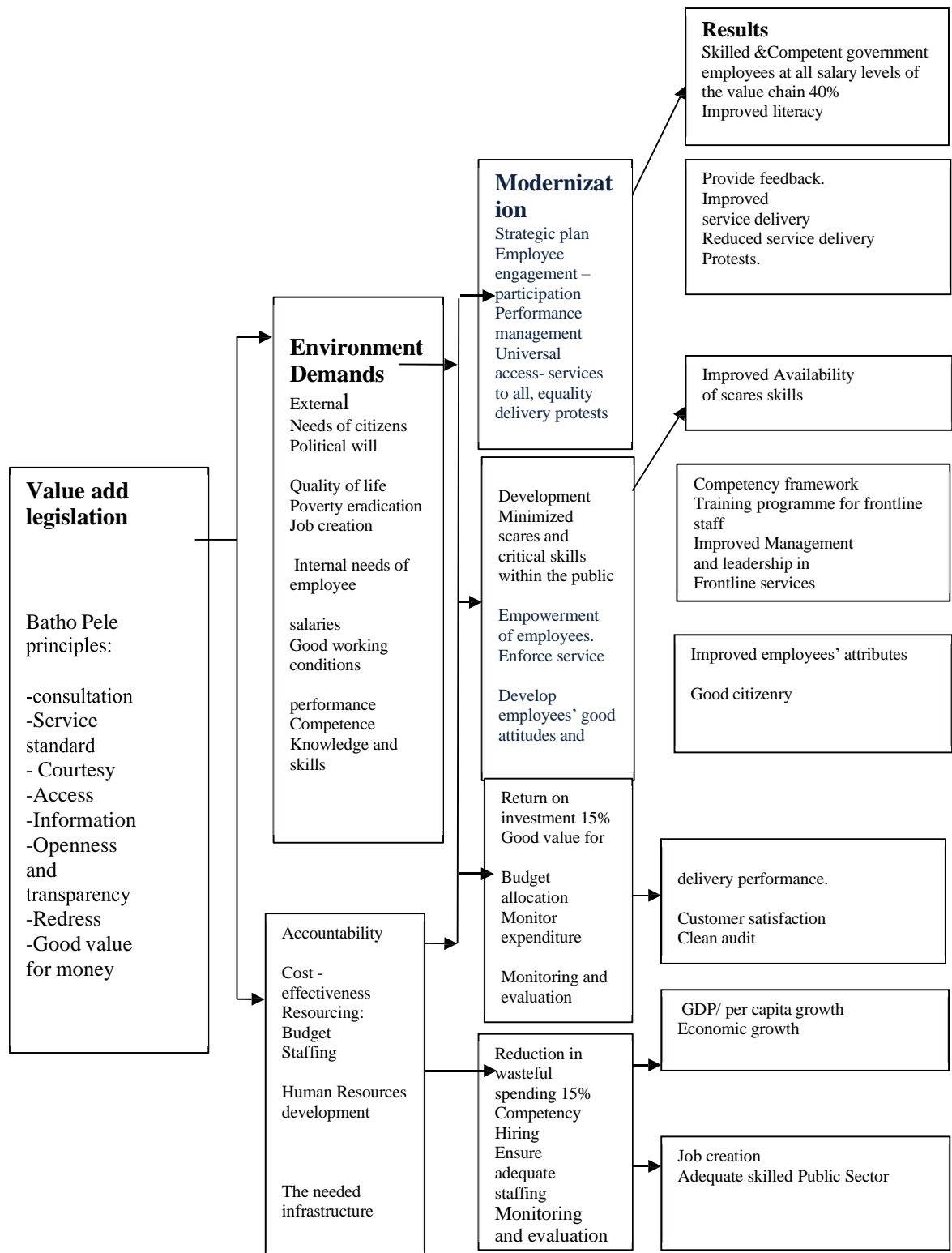
- They understand their customers or clients.
- They have categorized their customers according to the service they should provide and the standards they have set.
- Customized their service according to customers' needs.
- Have a process to give and be given feedback and
- Have a problem resolution process.

There are six major approaches to public service reform that are interconnected. The first is aimed at making government more competent, while the second is characterized by the new public service administration as making government operate better and deliver on our objectives. The most relevant is the bottom-up reform, which strives to make government more accountable (McCourt, 2023). Priorities are set by citizens, who place public officials in either a responsive or passive stance. This bodes well for service delivery because government departments will provide the services that citizens anticipate.

The model below is based on the research study's conclusions that service delivery protests are connected with poor performance by government personnel. The value-add approach will concentrate on how employees can be guided to increase their performance through competence, so creating value for their residents. The matters expressed by the employees and beneficiaries as respondents in the study are embedded in the model.

- There is an agreement that employee's incompetence and bad service delivery culture are the main causes of service delivery protests
- The fact that for government to eliminate protests they should ensure that government departments deliver efficient service to citizens and give them continuous feedback.
- The citizens would like to be treated with dignity and respect.
- The SA economy should allow them to enjoy quality of life through employment.
- The department should adequately resource their facilities so that they can deliver services without constraints.

The constitution of the republic of South Africa: chapter 2 the Bill of Rights enforce these values as those that the public service should uphold. Their services should be able to eradicate poverty and unemployment and provide education, social services, health services and housing for all. Based on what was discussed above the following Value add model for the frontline staff is proposed.



*Figure 90: Value: A new model for Archiving high performance in Public Service Organizations*

**Figure: model:** Source: Cole et al ( 2006) Unlocking public Value: A new model for Archiving high performance in Public Service Organizations, John Wiley & Sons

### **5.2.3 The constituents of the value-add model.**

#### **Value Add Legislation**

Batho Pele as a process of transforming the public services after democracy. It is meant to enshrine the service delivery culture. And ensure that maximize their performance. It is an approach to get public servants to be committed to serving people and improve their services. Batho Pele because it is bottom up focused, it fosters innovation in service delivery. The Batho Pele principles were discussed extensively in the literature review chapter. Application of these principles will ensure that government department understand their clients, the services they need and the standards expected.

#### **Environmental Demands**

According to the study findings there are a number of issues related to the environment which government departments should deal with. External environment brings demands that should deal with political willingness to embrace the citizen's needs, citizens need efficient service delivery, they need an economy that would ensure that they have a quality of life where there is no poverty and unemployment is eradicated. The internal environment demand is employee driven and demand competitive salaries, good working conditions, performance to be rewarded, and their skills to be developed to that they can be competent at their job levels and be ready to be promoted to higher positions. Governance structure will provide accountability for policy, performance, and budgets. The added value is the availability of infrastructure.

#### **Modernization Inputs**

Modernization of the public sector is a process that assists governments in responding to changing societal needs and remaining competitive on a global scale. The goal of modernization is to make the government more responsive. The following is a roadmap for how British Columbia planned to modernize its government agencies.

- To provide employees with improved tools, training and resources to enable them to be able to corroborate with within the public service and with partners.

- The develop professional capacity to provide quality policy advice that fosters a service culture that appreciates policy imperatives.
- To increase the acceptance of applicable behavior awareness that encourages strategic foresight and program design.
- To develop a culture change framework and provide resources for innovation and experience of public service culture.
- They promote free access to data that enables employees to deal with complex problems.
- To provide a model for efficient Human Resources in the public Service
- To develop a self-service portal that allows quick access to forms and services.
- They renovate the career website to enable easy applications for careers into the public service.
- To provide employees with digital modern workspaces that provide flexibility to work remotely and efficiently.
- Make government buildings and space to be easily accessible through digitalization and decentralization wherever they are.

This model is an effective and inclusive way of modernizing. To bring tis home one would look at the four provinces strategy for modernization.

- Gauteng Province has prioritized modernization through ICT infrastructure. The 2023 budget was increased with 1.6 billion in 2023 to improve the connectivity infrastructure to provide digital platforms, eservices and applications, provision of ICT oversight and governance, facilitation of ICT solution advocacy and facilitation of ICT communication and ICT skills. Department of Education launched an ICT center of excellence in 2022 in partnership with Microsoft. The office of the premiers produced guidelines to modernize through the Transformation, Modernization and Reindustrialization as a strategy for all Gauteng departments to adopt.
- Western Cape modernization strategy focused on improving the availability of the network, increasing data throughput, expanding %G footprint in 175 sites. The main aim is to make data available to wider communities in the rural areas. This project attracted the interest of MTN who partnered with the province and donated 749

million into the project. The project is currently challenged due to loadshedding and vandalization.

- KZN province launched digital transformation project in partnership with home affairs to digitalize the smart Identification Document process, change management, It and physical infrastructure revenue engine and live capture.
- Free state province partnered with Home Affairs to modernize it service of migration to smart Identification Document, provide career online, voter registration and government printing service.

Central to any new strategic direction there is a strategic planning session that would produce a strategic plan.

### **Strategic plan**

The strategy plan will be created in order to address the underlying issues of service delivery. The primary goal is to improve the service quality and employee culture. This plan will be in line with the organization's vision, mission, and objectives. The primary goal of a strategic plan is to establish goals for your company and devise a plan to achieve them.

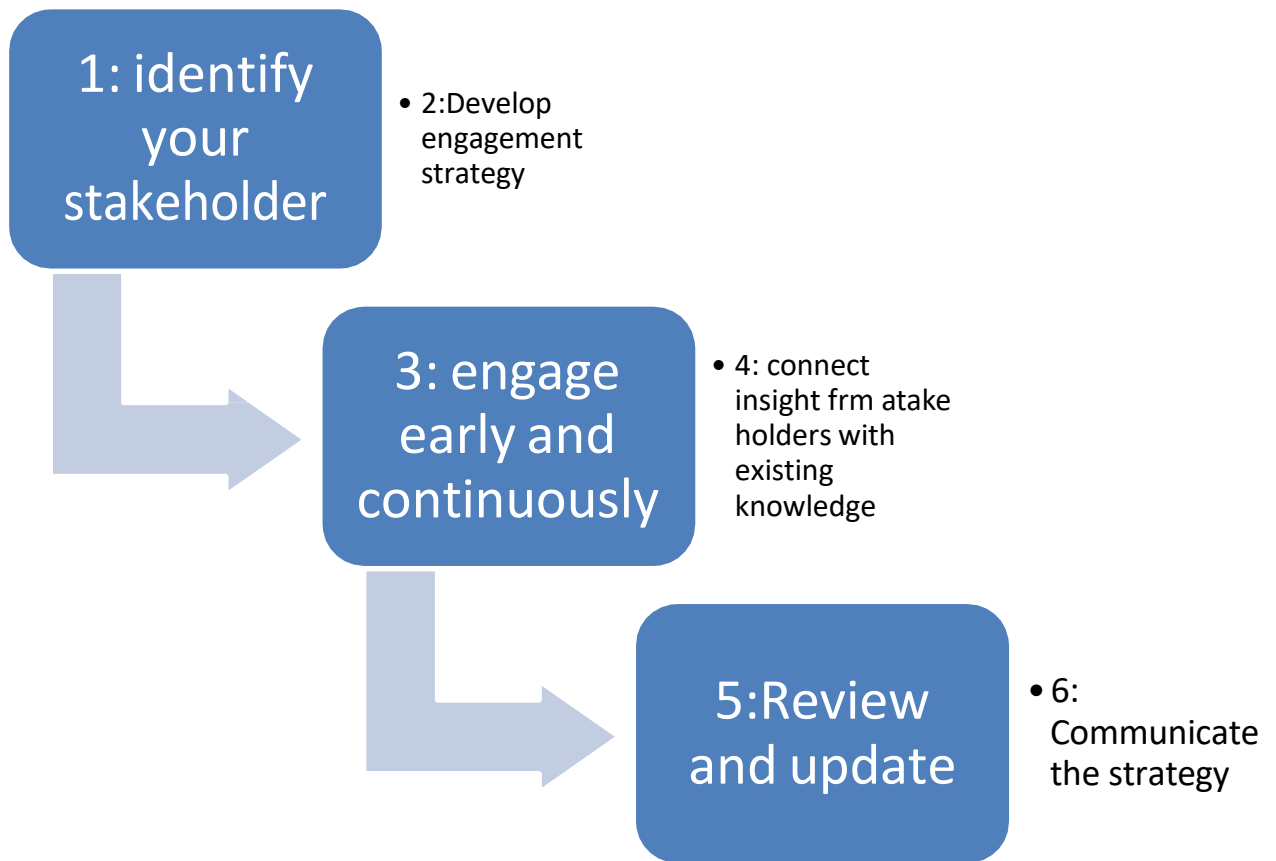


*Figure 91: Strategic plan*

**Adopted from : [oeconsultanting.com.sg](http://oeconsultanting.com.sg) ( 2023)**

### **Stakeholder engagement**

Stakeholder engagement strategy should be developed which cover all types of stake holders. Different stakeholders are approached differently; however the process is the same.



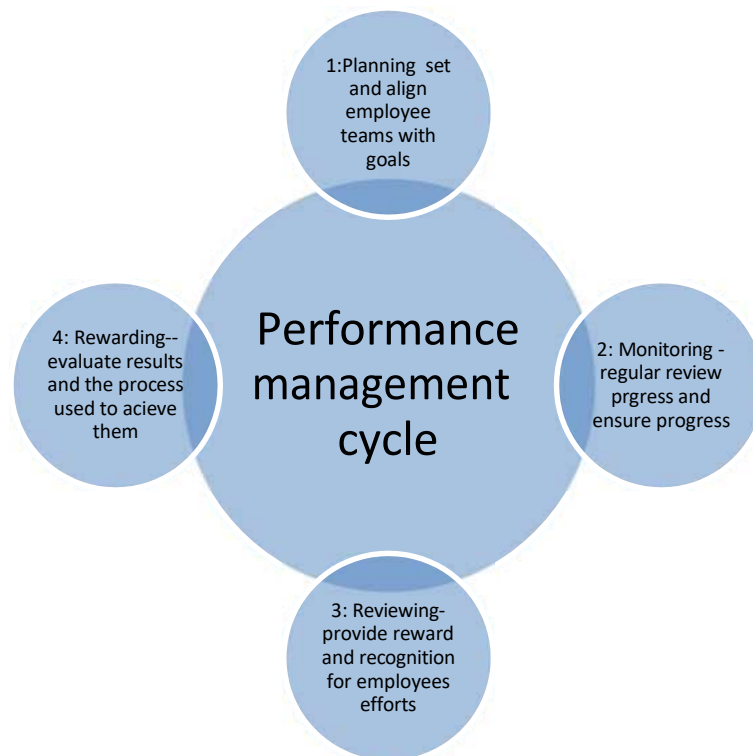
*Figure 92: Stakeholder engagement*

**Adapted from APM Association and Project Management**

### **Performance Management**

Performance management targets should be developed and connected with performance measurements to allow for assessment. The most significant contribution of performance is the establishment of a platform for supervisor-employee engagement. If properly implemented, it will increase service delivery and quality. The procedure is covered in detail in Chapter 2.





*Figure 93: Performance Management*

**Adapted from : QAUNTUM Workplace**

### **Equity**

It is critical that all employees are treated equitably and that policies are applied consistently throughout government divisions. An inclusive workplace brings employees together to increase intra-departmental networking, raise morale, and build team cohesion while achieving results. Social cohesiveness is a great tool for creating a society that can coexist and live in harmony. It promotes societal norms and standards that may lead to the development of future caring citizens. The present wave of violent protests, gender-based violence, and mutilated killings can be minimized by a major social cohesion effort.

### **Kills Audit**

Any organization should conduct a skills audit for their employees before they can come with a personal development plan. A skills audit is a process of assessing the capabilities of staff members. The process is intensive and requires management buy-in. The process is as follows. 1) list the roles in your department, 2) list the skills needed for each role

3) Create a survey 4) survey your workplace 5) compile the results 6) analyze data and make recommendations. Align your skills needs with those required in the sector, they develop an organizational workplace skills plan. Allocate enough budget for the development of those skills. Monitor expenditure to determine the good value for money. The importance of skills audit in an organization is:

- To gain understanding from the employee skills
- Expose skills gaps.
- Plan training and reskilling initiatives
- Improve hiring process.
- Assembled organizational capability.
- Improve talent attract and acquisition strategy.
- Align individual and team goals.

### **Staffing**

Staffing is the most critical factor in ensuring that an organization has the necessary abilities to carry out its mission. The organizational structure will be guided by a strategic plan. The recruitment manager should ensure that adequate rules and processes for recruiting and placing employees are in place. Following employee placement and sufficient skilling, it is necessary for the organization to create a retention policy and strategy, particularly for scarce and critical skills in the organization. Another critical issue is keeping track of why employees depart the firm. This can be accomplished through exit interviews.

### **Results**

Having implemented the above mentioned processes effectively, the organization would be happy to have created an environment which creates value for South African citizens epitomized by;

- Skilled and Competent employees at all levels
- Improved literacy
- Feedback structure
- Adequate scarce skills

- Competency framework
- Good citizenry: social cohesion
- Clean audit
- Per capita growth
- Job creation

#### 5.2.4 How the study contributes to the provinces.

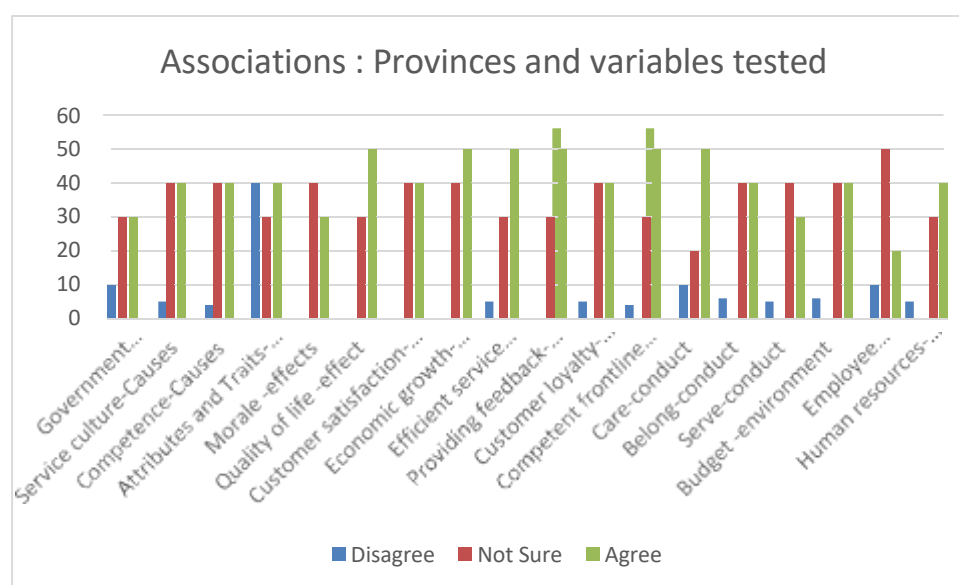


Figure 94: Associations : Provinces and variables tested

The above table shows the responses for provinces on a cross tabulation shows that there are more agreements from all provinces across all variables. However, there is a high level of respondents who are not sure and low disagreement across. The below table will look deeper at each province and outline those areas the province should focus on to improve the quality of its workforce and service delivery. The association on the salary levels revealed that participants on salary level 6-8 are not sure across all the variables tested. We conclude that the priority should be given to these employee. Figure 94 below.

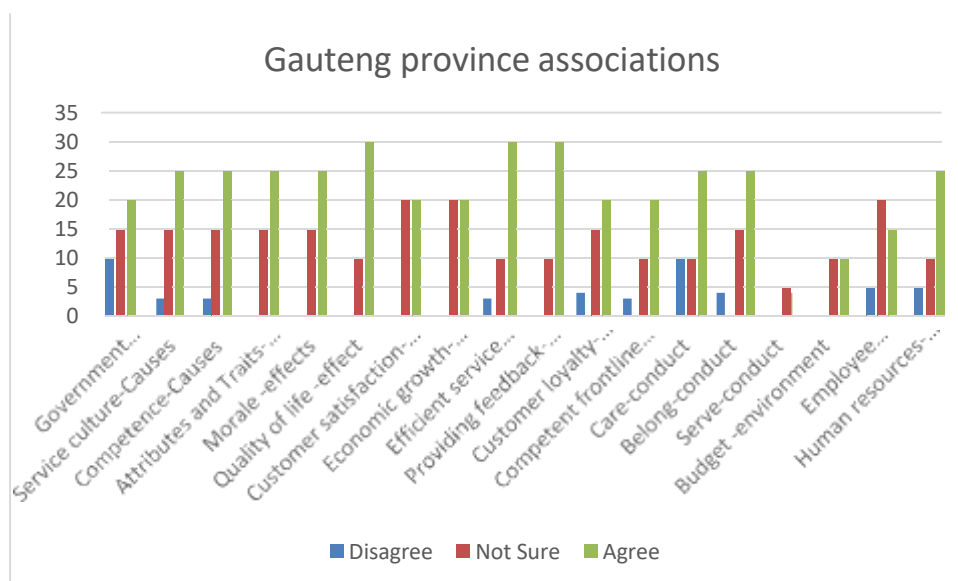


Figure 95: Gauteng province associations

The rate of respondents who are not sure at Gauteng province are below 20 however attention should be given to Employee development, customer satisfaction and economic growth and services culture. The province is strong on efficient service delivery and providing feedback, are customer oriented.

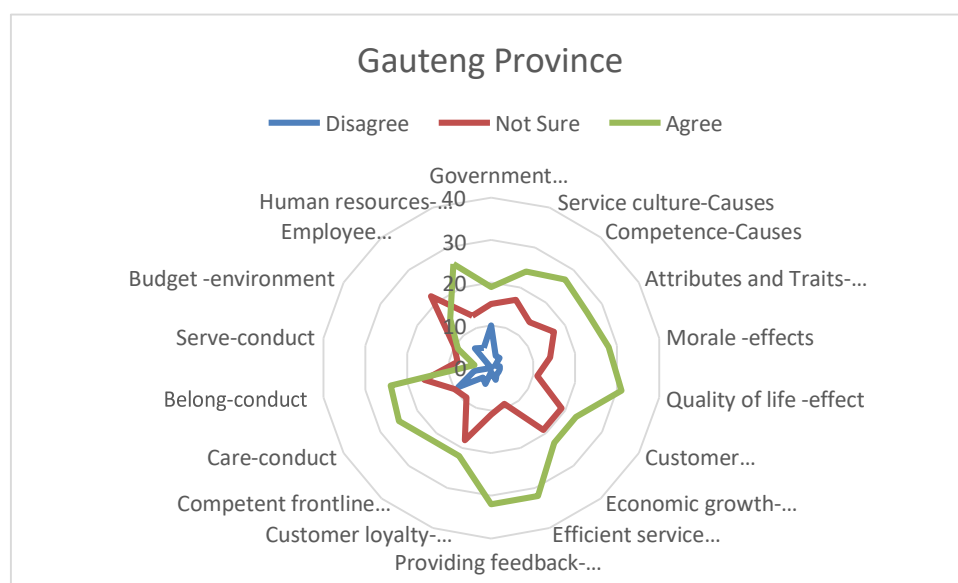
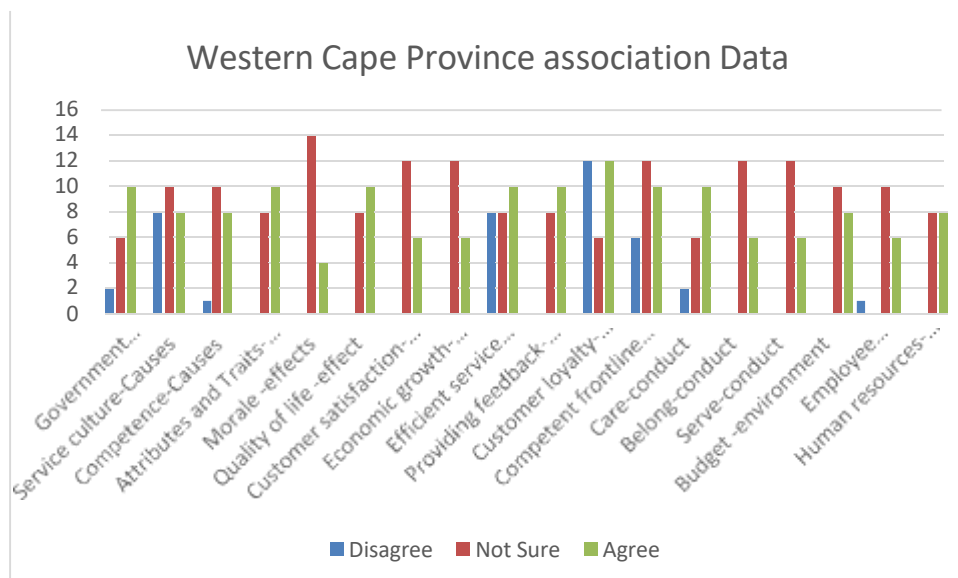
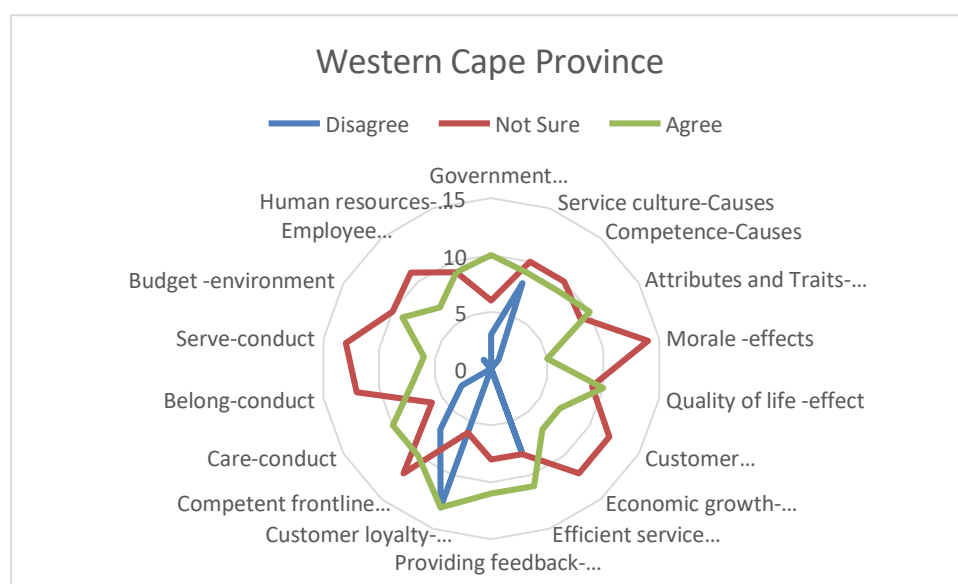


Figure 96: Rate of respondents who are not sure at Gauteng province

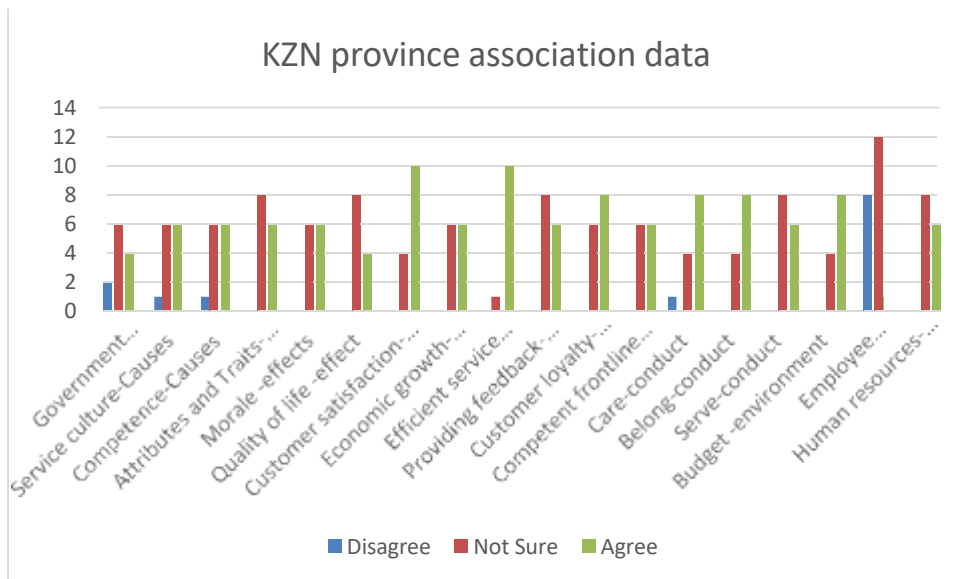


*Figure 97: Western Cape Province association Data*

The western Cape responses demonstrated a very high level of not sure responses above the agreements. They should focus their development on Batho-Pele belief sets because they underpin the service delivery legislation. There is no way that the employees could implement the Batho Pele principles and agree with the cultural conduct that is suggested. The second area is to develop their drive to improve morale of citizens, customer satisfaction and economic growth. They should take staff development seriously and improve their competencies. Figure 97 & 98

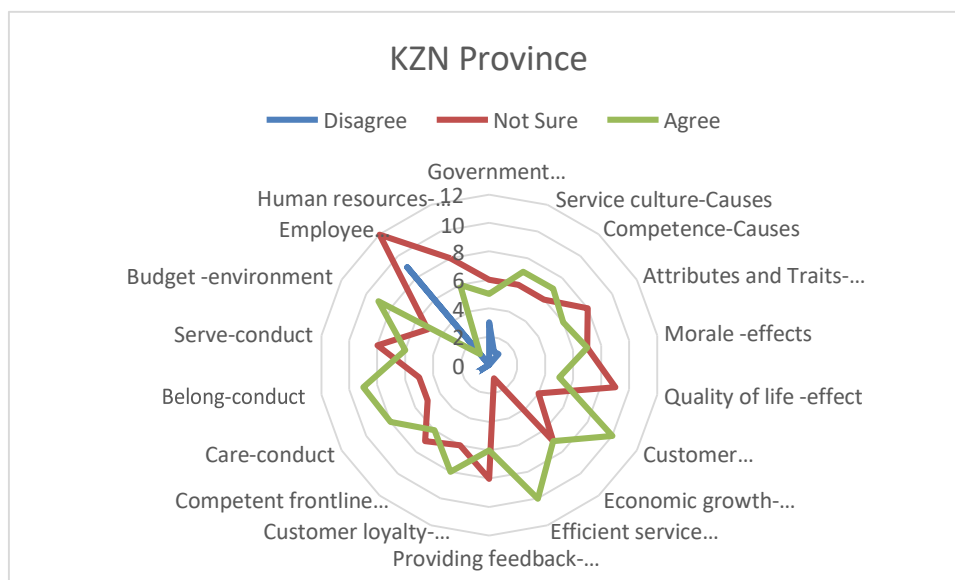


*Figure 98: Western Cape Province*

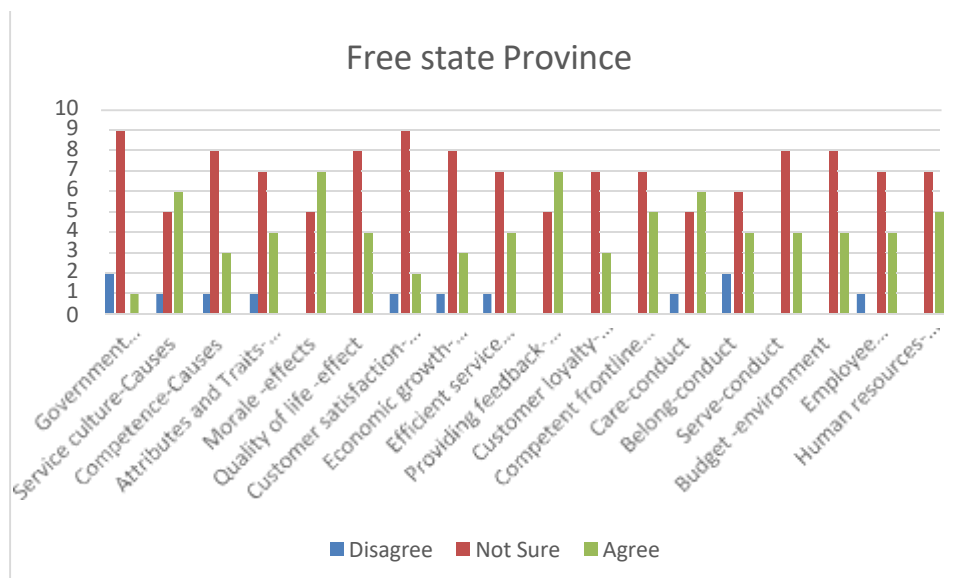


*Figure 99: KZN province association data*

The not sure responses from Kwa-Zulu Natal (KZN) are below 8. The areas that need attention are employee development and quality of life. The employees are more for customer satisfaction and efficient service delivery, caring conduct and takes budget seriously. They agree with the cultural conduct that would promote service delivery.figure 99 &100

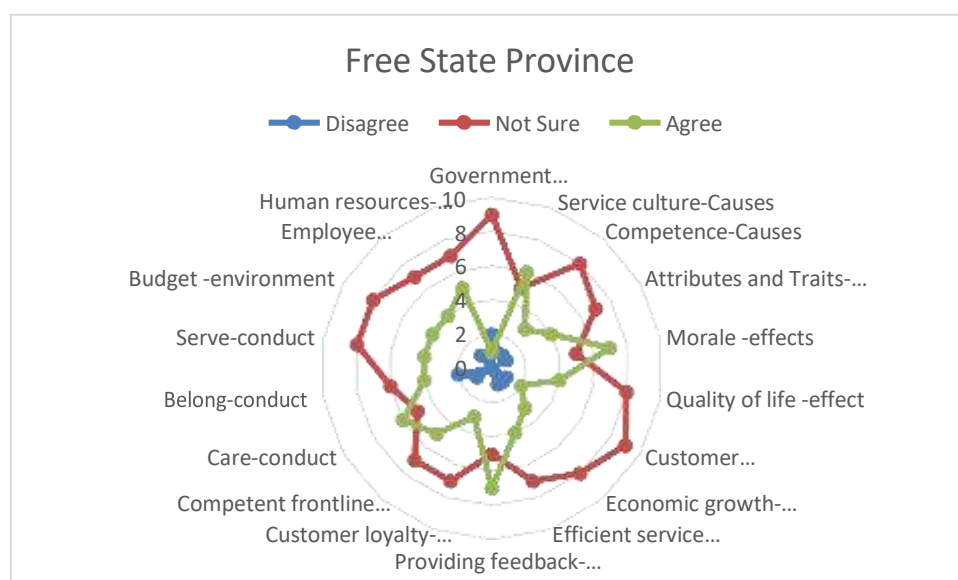


*Figure 100: Responses from Kwa-Zulu Natal (KZN) are below 8*



*Figure 101: Free state Province*

The free state data is interesting with low almost zero disagreements, moderate agreement and high not sure cross all the variables. The free state has a lot of work to do in terms of developing the skills and competencies of its workforce. The areas are, legislative framework, competencies, customer loyalty, quality of life and economic growth, serving conduct and budgeting just to name a few. However, they are a high morale, caring organization with a good service culture. Figure 101 & 102



*Figure 102: Free state Province data*

### The governance structure in the public service

The service delivery value add model presented above depend highly on the governance structure within the public service. It is very important to guide the process of implementation process from a governance perspective. Over and above political will the administrative process within departments is regulated by the Public Service Act 1994.

Purpose of the Act : It provides for the administration of the public service by regulating the conditions of employment, terms of office, discipline, retirement and discharge of members of the public service. The jurisdiction of the act is delegated to the minister of Public Service and Administration.

Section (3)(1) The minister is responsible for establishing :

- (a) the functions of the public service
- (b) the organizational structure and the departments in the public service
- (c) the conditions of service and other employment practices for employees
- (d) the labour relations in the public service
- (e) Information management in the public service
- (f) Electronic governance
- (g) Integrity officers, conduct, anti-corruption, in the public service and transformation, reform innovation and any other matter to improve the effectiveness and efficiency of the public service delivery to the public.

(2) The minister shall give effect to sub-section (1) by making regulations, determinations, and directives-section (1) by making regulations, determinations, and directives and by performing any other acts provided for in this act.

The Minister of DPSA operates at the national level, and powers have been assigned to Provincial Premiers to carry out the provisions of this Act. The premier's role in South Africa is that of the provincial head of government, as well as the spokesperson for parliament and the head of the provincial cabinet. The main administrative function of the premier is to

- provide strategic advice and support to government,
- coordinate crosscutting strategic government initiatives within the good governance framework.



- exercise the executive authority in the province together with members of the executive council (EXCO), premier appoints these members and assign them, delegated functions and responsibilities by:
  - implementing provincial legislation
  - implement national legislation in functional areas
  - administer provincial legislation.
  - develop and implement provincial policy.
  - coordinate the function of the provincial administration and its departments.
  - coordinate the compliance of the province with the policy initiatives of the national council of provinces.

The premier is responsible for ensuring that many other laws in the country are followed. Each provincial department's executive authority is appointed by the premier. The departments studied in this study are led by the Executive authority, who reports directly to the Premier and indirectly to the DPSA. The executive authority has all authorities necessary for the internal organization of the department, including its organizational structure and establishment, the transfer of duties within departments, human resource planning, the creation and elimination of posts within departments, according to the Act. Section 7(b) recruiting, appointment, performance management, transfer, dismissal, and career occurrences of that department's personnel.

Section 197(1) of the Republic of South Africa's Constitution (1994) provides for the formation of the public service. It is made up of three parts: (a) the national department, (b) the premier's office, and (c) the provincial department. Every department must have a department head (HOD). The HOD is a department's accounting officer. The value addition model must be given to the Minister of the DPSA and the Premier or the HOD, who may accept it at their discretion for their organizations.

The act recommends the creation of a specialized service delivery unit inside each department. The minister may form this unit in consultation with the premier and the provincial departments. The minister reserves the power to repeal or modify the designation

of such a unit. This unit, if it exists in the department, will be best suited to examine suggestions for service delivery innovation in the public sector. (SA Government.co.za)

The public service Act should be read together with the:

- 1) Public service regulations- Its purpose is to give the regulate the conditions of employment, terms of office, discipline, retirement, and discharge of the members of the public service.
- 2) Labour relations act- The regulate the relationships between employee representative organizations and the employers ensuring collective bargaining in good father. The departments may want to innovate service delivery and request employees to attend training to acquire certain skills or qualifications, however this may be viewed negative by employees and sort interventions from their organize labour union. The labour Union is a very governance structure that should be consulted regularly before any drastic changes are implemented in the public service.
- 3) Skills development act- The purpose of this act is to expand the knowledge and competencies of the labour force in order to improve services and employment.
  - To improve the quality of life of workers
  - To improve productivity in the workplace and competitiveness of employers
  - To increase the level of investment in education and training in the labour market and to improve the return on investment. The act make provision for the establishment of national skills authority (NSA), The National skills fund (NSF), the Sector Education and Training Authority (SETA) and institutions in the department of labour with labour centers to:
    - To register work seeker
    - To register vacancies and work opportunities
    - To prescribe categories of persons to enter the special education and training, to start projects and participate in employment.
  - To promote self-employment as a way of reducing the rate of unemployment through cooperative development and the Broad-based economic empowerment (BBEE)
  - To improve the delivery of service

- 4) Code of conduct for employees- it acts as a guideline of the ethical behavior and conduct employees should portray when they interact with other within the public service.

The model should be implemented in an integrated manner and aligned to the provincial dynamics and economic priorities.

### **5.3 Research Recommendations and conclusions**

#### **5.3.1 Introduction**

The chapter four described the data collected and analysed through a mixed method approach through questionnaire surveys and interviews where finding was developed and presented. This chapter would present recommendations linked to the findings. The intention is to assist the South African government to reduce the prevalence of protests through service delivery. the significance of this study is set out in chapter one as to:

- Understand the conceptual knowledge of frontline services.
- To understand the service delivery procedural process
- To cultivate a good attitude that sees clients as always right.
- To understand the process of handling customer problem and providing feedback

The study analysed the root causes of service delivery protests in post -apartheid South Africa, their effects and how they would be eliminated.

- Chapter one outlined the background and created context about the scourge of service delivery protests. It defined the problem, aims and objectives, the significance of the study and research questions and hypothesis.
- Chapter two provided a theoretical and conceptual frame to, literature review: descriptive inquiry, analytic enquiry and normative to create a perspective and knowledge about service delivery protests.
- Charter three developed a methodology and design of the study as a mixed method and the study philosophy as a combination of interprevists paradigms and positivist paradigms.

- Chapter 4 discussed the data analysis, presented the results that emerged from the study, crafted findings and discussion of findings and presented a value creation model to improve performance of public servants.
- Chapter 5 would present the implications, limitations and recommendations of the study in response to the research problem, the objectives, research questions and findings.

## **5.4 Recommendations**

According to the evidence provided it is obvious that the poor performance of government department is attributed to lack of knowledge or incompetence of the front-line staff, their bad attitude and their low service delivery culture. The skills development Act of 1998 as amended. Is promulgated to guide the organisations in ensuring that they have a skilled workforce. The purpose of the act is to commission the skills audit, development of Sector Skills Plans (SSPs) through the Sector Education and Training Authority (SETAs). These SSPs are used by department to develop their own workplace Skills Plans to address the skills gaps. The South African government through Its provincial department should ensure that these skills issues are corrected. Based on the findings the following recommendations are presented:

### 5.4.1 Recommendation for policy

- a) The Department of Public Service and Administration (DPSA) as a regulator should develop a public servant's competency, characteristic, and attitude framework that builds appropriate service-delivery- character in public servants (frontline employees).

The Oxford Language Dictionary defines character development as the process of enhancing a person's positive traits and qualities, such as self-reliance, endurance, and courage. Individuals (by humility, embodying their principles, self-discipline, and accountability) or institutions (through training and development) can establish character. Elements of character include physical descriptions (dress, appearance, how the person carries himself/herself, how they sit, walk, and move); the person's background (who the person is, where he/she was raised, what knowledge he/she has acquired, educational qualification, experience); personality: the type of person (attitude, temperament, shy, outgoing, aggressive, polite); and relationships (getting along with people, having friends; getting along with people and family).

Literature proposes a variety of competences for frontline personnel. The public service standards describe competence as a set or combination of knowledge, abilities, conduct, and attitudes that a person can demonstrate in the workplace to meet the criteria of a certain position. The research results revealed that the salary level 6-8 have competency gaps related to their jobs and should these not improve the SA citizens would never receive efficient services. In other words, service protests would persist.

This recommendation suggests that in South Africa, the competency of all frontline personnel should be guided by the same standards, both for private and public sector. The DPSA prescribes the competencies of senior managers, salary level 11-16. However there is no such a framework for the frontline employees salary level 6-9. The regulations specify the standard that must be followed while creating a competency assessment tool. The DPSA

should set the job requirements for frontline employees, i.e., the behaviors a person is expected to exhibit. This should inform the development of a mechanism to assess the competence of frontline employees across all government agencies and departments. The skill and conduct of a single frontline employee in one area may impact the quality of service in another hence the need for one common competency framework for all levels.

#### **5.4.2 Recommendation for practice**

- b) The government departments should design and implement standard operating procedures for service delivery that enforce the application of the Batho Pele principles and the UN Millennium Development Goals.

The Public Service Coordinating Central Bargaining Council (PSCBC) issued a service delivery charter to guide and centralize the establishment of national standards and accountability. This charter is a social contract between the state and public servants that outlines each partner's roles and obligations for enhancing performance, expediting service delivery, and enhancing the lives of residents. It is a document that explains to service recipients what to expect from the government. This will also serve as a platform for government engagement with individuals and civil society organizations.

The charter seeks to improve service delivery programmes, to reinforce the partnership commitment to service delivery improvement for the benefit of citizens, to facilitate a process to define standards in various sectors, to assist government departments in meeting the challenge of treating citizens with dignity and meeting their expectations equitably and fairly, and to ensure an effective, efficient, and responsive service delivery, amongst other objectives.

All departments should define and present their service standards in a transparent manner. Each department must at a minimum meet the following charter requirements: serve citizens promptly and courteously at all service delivery points; provide friendly and helpful service; assist users in making the right choice in accessing services; provide appropriate

signage and information desks; public servants must wear name tags for easy identification; answer calls promptly; ensure shorter lines at service points; respond promptly to inquiries and complaints. All public institutions must prominently post the contact information for the Batho Pele call center and the anti-corruption hotline. Given the current state of affairs and the rising service delivery protests, one might conclude that there are neither standards nor that they are enforced. Without enforcement, good Standard Operating Procedures would not produce results.

- c) Performance models, evaluations, and assessments must be centered on SOPS/Batho Pele implementation in order to achieve Key Performance Areas.

Annually, the public servants must sign a performance contract. The signature of these contracts is governed by the policy for performance management. Performance management is the process of identifying Key Performance Areas (KPAs) and creating goals. Core Managerial Competencies are the overarching competencies (CMC). When doing their job, each employee should display these Core Managerial Competencies. In addition, officials are required to match their Key Performance Areas with the Batho Pele principles. What I've found is that these are only added as malicious compliance to their performance work plan. Supervisors and managers also do not evaluate the application of these Batho Pele criteria. Customers are dissatisfied as a result of this useless endeavor. If effectively utilized, the eight principles permit the greatest level of client engagement. Not only should the execution of Batho Pele principles be included in the work plan, but they should also be evaluated each time performance is examined to guarantee that clients receive value. All Batho Pele principles operate as a unified system. Failure to implement one principle would have impact on others.

- d) Financial management should be included in an employee's performance evaluation.

Financial management is a set of laws, rules, and policies that governments use to raise revenue, allot public funds, spend public money, account for funds, and audit results. Most of the citizen unhappiness is attributed to misappropriated finances as the apparent cause of inadequate services. Budgets should be allocated at various levels of service delivery. At other service points, no funds are allocated; however, the department is

responsible for allocating resources to ensure that clients are comfortable when visiting the service site. These resources, such as a telephone at a service desk or in an office, must be maintained since, without them, it is difficult to provide services. It is common knowledge that the government budget is never sufficient to satisfy all citizens. Employees are required to be creative and to recruit private-sector partners or philanthropists to either provide matching cash or to implement their social responsibility donations to aid in service delivery. This cannot occur if staff are not contracted to ensure efficient utilization of resources. Currently lower-level employees are not required to have financial management as a Core Managerial Competency, but only senior managers are. Assigning this Core Managerial Competence to each performer level would guarantee effective financial management.

- e) Departments should ensure they recruit and retain qualified personnel.

Current frontline positions in the public sector are characterized by lower or entry-level positions. Literature says that frontline employees should be able to react to questions from citizens. This research demonstrated that competency is a crucial aspect of effective service delivery. Competence is achieved over a lengthy period, specifically through on-the-job training and experience. One can argue that the public service should ensure that decision-making persons are the ones serving the public. Consequently, a level 6-7 employee (matriculants or recent graduates) with no experience would be unable to serve the public. The government should consider changing the structure of frontline workers to include salary level 9-12. The findings of this research showed that employees on salary level 6-7 seem to be sure about issues related to their jobs hence the need to up these salary levels. Frontline staff should undergo induction and training before being exposed to serve the general public.

Also agreed upon is the necessity of training and retaining good and proficient, capable staff. Employee retention contributes to return on investment. The services industry is a rapidly expanding business in South Africa, employing 22.2% of the work force in 2016 and growing from 3.7% to 6.5%. Due to its strong demand for labor, a sector with such rapid growth has potential for long serving employee. The government's employment benefits of job security enable us to retain employees. Appropriate recruitment will be based on matching a candidate's competencies, capabilities, experience and skills to the requirements of the position.



- f) The government should develop a training program that inculcates service delivery competence, culture, interpersonal skills, and discipline in order to produce a service delivery cadre of the future.

The purpose of training and development in the public sector is to improve the performance of individuals and organizations and to measure employees' knowledge, skills, attitudes, and social conduct. According to the public service and administration, training and development is administered in a fragmented manner, and there is no needs-based or competency-based approach to training. This leads to unsuitable training and education that does not add value to the competencies of employees.

Due to the ever-changing market conditions, frontline employees should receive ongoing training to guarantee that they are in sync with the shifting national priorities. The public service as a developmental state promotes a culture of lifelong learning. The White Paper on Public Sector Training and Education (1997) outlines the training requirements for senior management and professional personnel, middle management, skilled supervisors, professional and frontline staff. There is no customized competency-based training for other categories, including frontline employees. This training should also train employees in how employees should engage with stakeholders. According to the research, firms with engaged employees are 22% more lucrative than those with disengaged staff.

#### **5.4.3 Recommendation for future Research**

- g) Future research may verify which talents and characteristics are suitable for service delivery. The research does not claim to have discovered specific competencies, characteristics, and attitudes that generate service delivery protests.
- h) Future research may amplify the relationship between employee job satisfaction and inefficient service delivery, which may lead to service delivery protests. Having identified quality of life and customer satisfaction with specific reference to citizens as outcomes of service delivery protests, the study could not explain whether or not employee job satisfaction contributes

to substandard service delivery, and therefore service delivery protests.

- i) Future studies may negate the finding that feedback is central to curbing service delivery protests. They may interrogate the intergovernmental relations processes involved in service delivery. The research cannot claim that all state delivery organs, such as municipalities, are in a position to provide regular feedback.
- j) Future research may examine the level of participation of public officials in service delivery protests. The research indicated that the optimal employee cultural conduct is congruent with the Batho Pele belief system of care, service, and belonging. Contrary to public service norms, employees and residents encourage public personnel to participate in service delivery protests, despite the perception that doing so would bring dishonor to the organization. According to the research, public employees do not join in service delivery protests.
- k) Future research may verify that a suitable service delivery environment, is supported by an adequate budget and capable public officials. The research did not qualify and quantify the required money and staff size to perform services.
- l) Future research may repeat the study and include a more inclusive sample of all departments, provinces and salary levels in the government services. This study was limited to the social sector and the frontline staff. It would be beneficial to verify all the findings.

#### **5.4.4 The New Avenues for Research**

##### **Contextually**

The study is conducted inside the social sector of the public sector. Very few literature sources address the competence, attitudes, and features of public workers that contribute to efficient service delivery; consequently, this study would have an impact by advancing social theory (cognitive, learning, and behavioral) and public sector performance management. In addition to the major performance categories, employment contracts should

include standard operating procedures and financial management, as well as how these will be monitored. Plans for personal development should not only be documented but also carried out as intended.

### **Theoretically**

The research will contribute to the development of theories regarding how the government functions as an interconnected system across all levels of government. Even when adopted by federal or provincial authorities, service delivery occurs at the local level. On the basis of the systems theory that fosters interdependence and synergy among all participants, as suggested by this research, there should be a document that mandates collaboration between all levels of government. The constitution of South Africa ensures the improvement of intergovernmental relations that promotes equity at all levels.

### **Methodologically**

It was intended that the research would be done face-to-face with randomly selected respondents visiting them at their workstations. As a means of enhancing involvement, this would provide an opportunity to explain the purpose of the research and clarify questions. Due to the unusual nature of COVID-19, face-to-face interactions were not possible; hence, the questionnaire was translated into an online survey augmented by telephone interviews. This decreased the participation rate, and because staff were locked down and unable to access their computers and emails, the data collection process took longer. If the researcher were to do additional research in the future, she would replicate this study, expand the pool of participants across all levels of performance, and increase the number of recipients. The effects of age, gender, and pay level would therefore be considered when answering questions and establishing causal relationships between variables.

### **Practically**

Citizens' quality of life (level of health, comfort, and happiness) and service quality (excellent performance, absence of risk, and absence of flaws) would change as a result of the execution of the proposals. Citizens should be permitted to participate in the formulation of government and departmental policies and standards in order to increase their understanding

of what the government can provide.

#### **5.4.5 Conclusion**

The research data was collected, evaluated and theoretically analyzed, and the results were presented. The research's limitations were identified, and implementation suggestions were offered. This chapter discusses recommendations for future research, taking into account the research questions, responses to the questions, and conclusions reached; evaluative theoretical analysis and recommendations; possible future research; limitations of the study: future research; and new research avenues (contextually, theoretically, methodologically & practically). The following conclusions are drawn:

- The research involved a small number of participants.  
The optimal sample should represent all levels of public service performance. Future research should: aid in duplicating the study over the whole public service compensation range in order to corroborate the findings; and examine the impact of the findings on the public sector as a whole.
- The research indicated that frontline employees possess a variety of incompetence's. This can be taken over by researchers to expand on existing literature; and identify important competencies that public servants and frontline personnel in both the public and commercial sectors should possess.
- The theoretical analysis centered on how government departments do their daily service delivery functions as a system of input–transformation–output with feedback as the connecting factor back to the input. This provides companies with order, synergy, efficiency, and continuity. Separate service delivery operations (silo operations) between government sectors will impair quality and generate disorder. Future research should: examine the presence of intergovernmental service delivery mechanisms and their ability to generate high-quality service and offer timely feedback at all levels.

- This study's revealed that of the causes of service delivery is incompetence, unfavorable attitudes, and personality factors contribute to the non-delivery of services, which will result in service delivery protests. The study cannot, however, claim to have discovered these essential competencies. Based on these gaps: Future research should aid in defining the competencies that are essential for service delivery, thereby assisting the government in developing frontline personnel with international standards. It may provide a framework of competences that may be utilized for frontline personnel recruitment and training.
- The study focused on the quality of life of citizens but did not address the quality of life of employees. On the basis of the existing literature and the constraints of the study, it is suggested that: researcher may analyze how work discontent among employees may lead to unproductivity and inadequate services, which may result in service delivery protests. Future study may investigate in-depth that employee's quality of life may compromise employee quality of life and job satisfaction.
- Continuous feedback and the delivery of efficient services would reduce service delivery protests, according to the finding on their eradication. For government to be effective, feedback must be provided at all levels and in all domains. This research does not qualify and quantify this feedback. Future study may investigate, based on these gaps: whether the service delivery process in government across all spheres would ensure that input to citizens is streamed throughout all spheres. Investigate and qualify how feedback can be offered and determine how frequently it should be given formally.
- In contrast to the literature, the research revealed that public servants would

like to demonstrate their community devotion by participating in service delivery demonstrations. The research cannot assert whether or not they participate. It will be fascinating to observe how many public personnel participate in protests about service performance. Future study may: examine whether or whether public employees join in service delivery demonstrations.

- The study did not highlight the budget required nor the human resources. It may be beneficial for researchers to reveal the optimal budget and scope of control for producing efficient services. Future study should: qualify and quantify both the financial and human resources required.
- The context of the research is the social sector of the public sector. Very few literature sources address the competence, attitudes, and features of public workers that contribute to efficient service delivery; consequently, this study would have an impact by advancing social theory (cognitive, learning, and behavioral) and public sector performance management.
- The research will contribute to the development of theories regarding how the government functions as an interconnected system across all levels of government. The research was intended to be performed face-to-face, with randomly selected respondents visiting the participants at their workstations. Due to the unusual nature of COVID-19, face-to-face engagement was not possible, hence a survey was conducted, resulting in a lower response rate. If the study were to be repeated as part of future research, the researcher would preferably re-conduct the investigation, expand the pool of participants across all levels of performance, and increase the number of beneficiaries. In answering questions and establishing correlations between variables, one would consider the influences of age, gender, and income level.

The purpose of this social services-based study was to determine whether incompetent public servants and a lack of service delivery culture are contributors to service delivery protests; to provide the South African Government with a perspective on how to eliminate service delivery protests; and to advance knowledge in the fields of service delivery and social theory. Recommendations for policy focus on the causes of service delivery, which are public officials' ineptitude, unfavorable attitudes, and negative characteristics. It was discovered that the effects were quality of life, client satisfaction, and dependability. These inefficiencies can be reduced by providing feedback and establishing a favorable workplace with suitable budget and appropriate personnel.

Citizens' quality of life and customer satisfaction are the results of service delivery, and their absence could result in discontent and, consequently, service delivery protests. Positive or negative feedback would eliminate service delivery objections, according to the findings of a study. In addition to this, the behavior of public servants (frontline staff) consistent with the Batho Pele belief sets of community membership should be exhibited through service delivery protests. The reduction of service delivery protests would result from the establishment of a hospitable organizational climate by way of an effective budget and adequate workforce.

Government should construct a public servant's competency, characteristic, and attitude framework that cultivates service-appropriate character in public servants (frontline employees). These pertain to the individual's physical appearance, history, knowledge, educational qualifications, personality, and relationships. Literature relates to other competencies; consequently, a framework that can be utilized by various departments must be developed. The government should create and execute standard operating procedures for service delivery that enforce the compliance of the Batho Pele principles and the Millennium Development Goals of the United Nations. A service delivery charter was issued by the public service negotiating council as a guide to centralize service delivery standard formulation and oversight at the national level. The Charter establishes a contract for service delivery between public officials and residents. By giving it a voice in standard operating procedures, departments are expected to adhere to the charter's principles.

Performance constructs, evaluations, and assessments should be centered on Standard Operating Procedures or Batho Pele implementation as a tool for achieving Key Performance Areas: Standard Operating Procedures are guided by the implementation of Batho Pele principles, which will result in a process of citizen engagement. This standard should be incorporated into performance-based contracting, with the Batho Pele principles not only incorporated into the contract but also examined and evaluated at all performance reviews and evaluations.

Departments should guarantee that they recruit and retain competent employees. Typically, entry-level positions are used to recruit personnel for frontline positions. Literature indicates that frontline employees are tasked with explaining both policy and organizational products and services. This signifies that one must possess the required skills and expertise to execute this role. As frontline personnel, the government should hire individuals with diploma or degree-level credentials and relevant experience.

The government should design a training program that inculcates service delivery competence, culture, people skills, and discipline to produce a cadre of future service providers. Training for frontline employees should be competency- and need-based. This training should be standardized in the public sector so that common service standards may be achieved. The emphasis of this training should be on employee engagement imperatives.

## **Conclusions in relation to research questions**

### **Causes of service protests**

Responses to the research question regarding the causes of service delivery protests were strong in terms of competence, attitudes, and characteristics, but weak in terms of legislation and service delivery culture. The research revealed that service delivery protests are caused by the inefficiency of public officials and their unfavorable attitudes and characteristics. Existing research contains various perspectives regarding the competence of frontline personnel.



It was determined that the importance of essential competences is context-dependent; consequently, companies should have a competency framework applicable to all levels of frontline personnel. The current situation demonstrates that the commercial sector and the public sector apply distinct competencies. In order to standardize the nature of frontline employees, this research recommended that the government collaborate with the private sector to build a competency framework that would be implemented in both the public and private sectors.

### **Effects of service delivery protests**

The responses to the second question regarding the effects of service delivery protests revealed that quality of life and satisfaction were rated highly, while the morale of citizens and economic growth would be negatively impacted. Literature reveals that service delivery is a matter of human rights. Implementation of the Millennium Development Goals should provide value for citizens, thereby enhancing their quality of life and happiness. The South African National Development Plan implemented the Millennium Development Goals. Citizens' quality of life would improve if the National Development Plan's pillars and Chapter 2 of the South African Constitution were realized. This study's limitations include a focus on the quality of life for citizens rather than employees. Job happiness influences the quality of life of workers.

It can be concluded that was established that dissatisfied employees are not productive for the same reason that dissatisfied clients are not productive; therefore, all issues linked to client and employee dissatisfaction should be resolved to ensure contentment, productivity, and quality of life for all. A proposal for practice was that the government should establish and implement service delivery standards and operating procedures that implement Batho Pele principles and the Millennium Development Goals of the United Nations.

### **Service delivery protests elimination**

Responses to the question "How may service delivery protests be eliminated?" indicated that feedback and efficient service delivery may remove service delivery protests, but customer loyalty has a weaker influence. This implies that clients will be happy with either positive or negative feedback. When people are satisfied with the services, service delivery protests will cease.

It can be concluded that because the government has limited resources to satisfy all of its clients and people, regular feedback would ensure that the public is informed about what the government is doing, the services it is delivering, and those it was unable to fulfill. Since feedback is a two-way process, the government will also get suggestions from residents on how to enhance its services. Recommendations for practice that the government should successfully adopt Batho Pele principles and develop Standard Operating Procedures (SOPS) to ensure that all government departments provide ongoing feedback.

### **Conduct of public servants that contribute to organizational culture**

In response to the statement that participation in service delivery protests by public officials is evasive or disruptive behavior, the choice belonging received the most answers, followed by caring, and finally serving. In an act of solidarity with their communities, each respondent indicated that public officials should participate in service delivery demonstrations. Central to service delivery is the service delivery culture of employees, which, according to this study, consists of the Batho Pele values of belonging, serving, and caring for citizens. Jeannette Taylor and Jonathan H. Westover. 2011. Job Satisfaction in the Government Sector. Public Motivation, Workplace Attributes, and Work Relations Conclusions. Public Management Review 13 (5):731-751.

In accordance with the Public Service Regulations 2016 and Public Service Act 1994, public servants are not citizens, but rather the state's organs. However, the results of this study indicate that a sense of belonging is the dominant factor, which was supported by both the serving employees and beneficiaries. These public officials are essential to the delivery of

government services and are an integral part of the government. If citizens oppose service delivery, public servants cannot join the demonstrations. The research did not determine whether or if government employees participate in service delivery demonstrations.

### **Conducive environment**

Ritz, Adrian 2015. The responses to the fifth question regarding how the government creates a conducive environment for service delivery, which supports organizational culture, revealed that the provision of a sufficient budget and competent employees who receive regular training to keep up with changing environments would create an organizational culture that is conducive to service delivery. Ritz, Adrian 2015. Behavioral Consequences of Public Service Motivation and Politics: In Switzerland, local Councilors are elected. Early Public Administration:1-17.

It can be concluded that as a worthwhile technique, Andersen et al. (2012) advocate attracting motivated individuals and devising packages that can increase the retention of experienced public officials. It was determined that people resources are an organization's greatest asset and the key to service delivery. It is essential for firms to invest in their personnel, as the success of the organization depends on them Katsamunski, P. (2012). Classical and contemporary approaches to public administration Special emphasis should be made on attracting skilled and conscientious staff. These personnel should be suitably treated and compensated so that they continue with the company Park, S. M. (2010) values reform . Retaining personnel will provide a positive return on investment for the firm. To ensure excellent financial management that secures budget accountability, it is recommended that public officials adhere to good financial practice by incorporating financial management at all levels of performance delivery. Hayo C. Baarspul and Celeste P. M. Wilderom. 2011. Do Employees Act Distinctly?

## References

Abbot, P., Jun, A., John, A., Alizon, S., Joao, A.C. & Malte, A. (2011). *Inclusive Fitness Theory and Eusociality*. *Nature* 471 (7339): E1–4. doi:10.1038/nature09831.

Angrist, Joshua D, and Jörn-Steffen Pischke. 2010. The Credibility Revolution in Empirical Economics: How Better Research Design is taking the Con out of Econometrics. *Journal of Economic Perspectives* 24 (2): 3–30. doi:10.1257/jep.24.2.3.

Alan Bryman; Emma Bell (2014) *Research Methodology - Business and Management Contexts* (5th edition) Oxford University Press Southern Africa

Alexander, P. (2010). Rebellion of the Poor: South Africa's service delivery protests – a preliminary analysis. *Review of African Political Economy* 37: 29.

Aldine. Gray, D.E. (2014). *Doing research in the real world*. London: SAGE Publications Ltd.

Alfes, K., Truss, K., Soane, C., Rees, C. & Gatenby, M. (2010). Creating an engaged workforce: Findings from the kingdom employee engagement consortium project. Kingdom Business school: Royal Holloway, University of London, P7-21.

Altheide, D. L., & Johnson, J. M. (2013). Reflections on interpretive adequacy in qualitative research. In N. K. Denzin & Y. S. Lincoln (Eds.), *Collecting and interpreting qualitative materials* (4th ed.; pp. 381-411). Thousand Oaks, CA: Sage Publications

Allen, K. & Heese, K. (2011). Municipal IQ. H. Wasserman, T. Bosch, W. Chuma - *Politikon*, (2018), Vol 45(3): 368-386.

Al Mehrzi, N. & Singh, S.K. (2016). Competing through employee engagement: a proposed framework. *International Journal of Productivity and Performance Management*. *International Journal of Productivity and Performance Management* 65(6):831-843 DOI: 10.1108/IJPPN-022016-0037

Allwood, C. M. (2012). The distinction between qualitative and quantitative research methods is problematic. *Qualitative & Quantitative*, 46, 1417-1429

Amed, Z., Rizwan, M. & Haq, M, (2014). Effects of brand trust and customer satisfaction on brand loyalty in behaviour. *Journal of Sociological Research* Vol. 5(1). ISSN 1948-5364.  
Public Service Regulations, 2016, act and a provision of the Public Finance Management Act, 1999 (Act 1 of 1999), the Public Service Act, 1994 (Proclamation 103 of 1994

Armstrong M., (2001), *A Handbook of Human Resource Management Practice*, 8th Edition, UK, Kogan Page Limited.

Anderson, L., Krathwohl, R., Airasian, D. & Samuel, B. (2001). *A Taxonomy For Learning, Teaching And Assessing: A Revision of Bloom's Taxonomy of Educational Objectives*. Longman, New York.

Andersen, Lotte Bøgh, Tor Eriksson, Nicolai Kristensen, and Lene Holm Pedersen. 2012. Attracting Public Service Motivated Employees: How to Design Compensation Pack-ages. *International Review of Administrative Sciences* 78 (4):615-641

Antwi, S.K., &Hamza, K. (2015). Qualitative and Quantitative Research Paradigms in Business Research: A Philosophical Reflection. *European Journal of Business and Management*, 7(3), 217-226

Arce, M. & Miller, R.E. (2016). Mineral wealth and protest in Sub-Saharan Africa. *African Studies Review* 59(3): 83-105.

Article 25: Duty to Promote Human Rights

<https://www.achpr.org/legalinstruments/detail?id=49>

Accessed 22 June 2022

<https://www.dpsa.gov.za/dpsa2g/documents/acts&regulations/regulations2016/PUBLIC%20SERVICE%20REGULATIONS%2016%20April%202019.pdf> accessed 18 June 2022

Aristotle. 2002., *Nichomachean Ethics*. Oxford: Oxford University Press

Armstrong, M. (2001). *A Handbook of Human Resource Management Practice*. 8th Edition, Kogan Page Limited, UK.

Ali, W., Wilson, J., & Husnain, M. (2022). Determinants/motivations of corporate social responsibility disclosure in developing economies: A survey of the extant literature. *Sustainability*, 14(6), 3474.

Baarspul, Hayo C., and Celeste P. M. Wilderom. 2011. Do Employees Behave Differently in Public- vs. Private-Sector Organizations? *Public Management Review* 13 (7):967-1002

Babones, SJ (2014) *Methods for Quantitative Macro-Comparative Research*. Thousand Oaks, CA: SAGE. Google Scholar | Crossref

Bajpai, N. (2011) “Business Research Methods” Pearson Education India

Babones, S (2015) interpretive quantitative methods for the social sciences. *Sociology* 50(3): 453–69.

Google Scholar | SAGE Journals

Badenhorst, C. (2008). *Dissertation Writing: A Research Journey*. ISBN: 9780627027697: Vanschaiknet.com p1-26.

Baha, H., (2016) An Introduction of Descriptive analysis, its Advantages. <https://www.academia.edu/25307454>.

Batho Pele White Paper 24 of (1995), South African Government

Benton, J.E. (2006). County Services Delivery: Does government structure matter. *Public Administration Review* Vol. 62(4). <http://doi.org/10.1111/033-3352.00200> 15 basic human rights you should know 20 March 2018 <https://www.sahrc.org.za/index.php/sahrc-media/news/item/1262-15-basic-human-rights-you-should-know> accessed 22 June 2022

Bergman, M. M. (2011). The politics, fashions, and conventions of research methods. *Journal*

of Mixed Methods Research. 5, 99 – 102.

Berry, L. (1995). Another turn of the crank. Counterpoint, New York.

Bhatia, T., Aguto-Caneljo, J., Dimova, R, Lipowsky,. (2018). Membrane nano-tubes increase the robustness of giant vesicles. ACS Nano 10.1021/acsnano.8b00640

Bhattacharjee, A. (2012). Social Science Research: Principles, Methods, and Practices.2ed, University of South Florida, [abhattach@usf.edu](mailto:abhattach@usf.edu)

B. H. J. M., Cooren, F., Robichaud, D., & Taylor, J. R. (2014). Approaches to the communicative constitution of organizations. In L. L. Putnam & D. K. Mumby (Eds.), eSAGE handbook of organizational communication: Advances in theory, research, and methods (pp. 173–194). □Thousand Oaks, CA: Sage

Black, T.R., (1999). Doing qualitative research in the Social Sciences: An Integrated Approach to research design, measurement and statistics. Sage publication Ltd.

Blackstone, A. (2012) Principles saylordotorg.github.io/text\_principles-of-sociological-inquiry-qualitative-and-quantitative-methods/ Shared under CC-BY-NC-SA 3.0 License (<https://creativecommons.org/licenses/by-nc-sa/3.0/>) of sociological inquiry: Qualitative and quantitative methods. Saylor Foundation. Retrieved from: <https://>

Bless, C., Higson-Smith, C. & Kagee, A. (2005) Fundamentals of Social Research Methods: An African Perspective, 4th ed. Juta & Co Ltd., Cape Town.

Blundell, R. & Dias, M.C. (2000). Evacuation Methods for non-experimental Data. Journal of Fiscal Studies vol 21(4): 427-468.

Bordens, K. S., & Abbott, B. B. (2011b). Research design and methods: a process approach (Internat. ed., 8. ed). New York: McGraw-Hill

Boris Blumberg; Donald R Cooper; Pamela S Schindler (2011) Business research method:3rd edition London: McGraw-Hill Higher Education

Bonjour, M. A., Montagne, M., Zambrano, M., Molina, G., Lippuner, C., Wadskier, F. G., ... & Tami, A. (2008). Determinants of late disease-stage presentation at diagnosis of HIV infection in Venezuela: a case-case comparison. *AIDS research and therapy*, 5, 1-12.

Boksberger, P. E., & Melsen, L. (2011). Perceived value: a critical examination of definitions, concepts, and measures for the service industry. *Journal of services marketing*, 25(3), 229-240.

Burton L. J., & Mazerolle, S. M. (2011). Survey instrument validity part I: Principles of survey instrument development and validation in athletic training education research. *Athl Train Educ Journal* 6(1), 27-35.

Boulding, K.E (1956) General Systems Theory- The skeleton of Science: <https://doi.org/10.1287/mnsc.2.3.197>

Burger, R. & Christian (2018). Access to Health care in Post-Apartheid South Africa, availability, affordability, accessibility. *Health economic Policy and Law* x: 1-13 University of Cape Town

Burrows, R, Savage, M (2014) After the crisis? Big data and the methodological challenges of empirical sociology. *Big Data & Society* 1: 1–6.  
Google Scholar | SAGE Journals

Brooke, M. (2013). Which Research Paradigm for TESOL? Theory and Practice in Language Studies, Academy Publisher, 3(3), 430-436. <https://doi.org/10.4304/tpls.3.3.430-436>

Bunnis, S., & Kelly, D.R. (2010). Research paradigms in medical education research. *Medical Education*, 44, 358–366. doi:10.1111/j.1365-2923.2009.03611

Braun, V., & Clarke, V. (2013). Successful qualitative research: A practical guide for beginners. Thousand Oaks, CA: Sage

Broadie, S., Rowe, C., (2002). Aristotle: Nicomachean Ethics, Translation Introduction,



Commentary. Oxford University Press, Oxford.IS

BN :9780198752714

Brumback, G.B. 2003. Blending “we/me” in performance management. *Team Performance Management: An International Journal* Vol. 9 (7/8): 167-173.

Brunetto Y, Xerri M, Shriberg A, Farr-Wharton R, Shacklock K, Newman S, et al. The impact of workplace relationships on engagement, well-being, commitment and turnover for nurses in Australia and the USA. *J Adv Nurs*. 2013; 69:2786–99. [PubMed] [Google Scholar]

Bryan F.J., Akroyd J.M. & Walshe, K.A.R. (2002). Two-phase stratified random surveys on multiple populations at multiple locations. *New Zealand Journal of Marine and Freshwater Research* 36(3): 581-591.

Bryman, A. (2012). *Social research methods* (4th ed.). Oxford: Oxford University Press

Bryman, A. & Bell, E. (2015) “*Business Research Methods*” 4th edition, Oxford: Oxford University Press

Bukve, Oddbjørn. (2019). *Designing Social Science Research*. 10.1007/978-3-030-03979-0.

White, R.W. (1971). *Social change and administration*. In F. Marini, *Towards a New Public Service Administration; the Minnow brook perspective*. scrantor, Pa Chandler Publishing.

Burger, R. & Christian (2018). Access to Health care in Post-Apartheid South Africa, availability, affordability, accessibility. *Health economic Policy and Law* x: 1-13 University of Cape Town

Bushra, R. Aslam. N. Ahmed, K.R., (2013) Drug Misuse, dependence and addiction: *Journal of Applied Pharmaceutical Science* 3903) 001-007, doi:10.1080/14490854.2018.1485505

Byrne, D (2012) UK sociology and quantitative methods: Are we as weak as they think? Or are they barking up the wrong tree? *Sociology* 46: 13–24.

Google Scholar | SAGE Journals

Cabrera, D., Colisi, L. & Lobdell, C. (2008). Systems Thinking Eval program Plan vol; 31(3): 299-310. DOI: 10.1016/j.evalprogplan.2007.12.001. Epub 2008 Jan 5. PMID:18272224.

Cabrera, D., (2020). The power of sharing Mental Models: Wow Research Lab blog.  
Blogcabrerraresearch.org

Caracelli, V.J. & Greene, J.C. (1997). Creating mixed-method evaluation design. In J.C. Greene & Caracelli (eds), *Advances in Mixed method evaluation. The challenges and benefits of intergrading diverse paradigms.* pp.19-32. Jossey-Bass, San Francisco.

Carnap, R. (1950). Empiricism, semantics, and ontology. *Revue Internationale de Philosophie*, 20-40.

Caruth, G. D. (2013). Demystifying mixed methods research design: a review of the literature. *Mevlana International Journal of Education* 3(2), pp. 112-122 <http://dx.doi.org/10.13054/mije.13.35.3.2>

Chaminade, B. (2006). A retention checklist how do you rate? Hcamag.com

Chen, Y., Tien, W. & Tsai, M. (2016). Greene Wash and Greene brand equity, Poland International Conference on Management of Engineering and Technology (PICMET): 1797-1808.

Chiboiwa, W.W., Samuel, M.O. & Chipumza, C. (2010). An examination of employee retention strategy in a private organization in Zimbabwe. *African Journal of Business Management* 4910: 210-2109.

Chilisa, B. & Kawulich, B. (2012). Selecting a research approach: Paradigm, methodology and methods. Retrieved April, 2018 from  
[https://www.researchgate.net/publication/257944787\\_1](https://www.researchgate.net/publication/257944787_1)

Cheruiyot, K., Wray, C., & Katumba, S. (2015). Spatial statistical analysis of dissatisfaction with the performance of local government in the Gauteng City-Region, South Africa. *South*

*African Journal of Geomatics*, 4(3), 224-239.

Chigwata, T. C., O'Donovan, M., & Powell, D. M. (2017). Civic protests and local government in South Africa. *The Civic Protests Barometer: 2007-2016*, 2.

Creswell, A., Arulkumaran, K., & Bharath, A. A. (2017). On denoising autoencoders trained to minimise binary cross-entropy. *arXiv preprint arXiv:1708.08487*.

Ciolacu, M.L., Binder H.P, (2019). Enabling IOT in Education 4.0 with biosensors from wearables and artificial Intelligence, IEEE 25<sup>TH</sup> International Symposium for design and Technology in Electronic Packaging (511TME): 135-144.

Citizen Satisfaction Survey: Provincial Agricultural Services, March, available at: [www.info.gov.za/view/DownloadFileAction?id1488578](http://www.info.gov.za/view/DownloadFileAction?id1488578)(accessed 30 April 2010).

Chiok Foong Loke J. Leadership behaviours: Effects on job satisfaction, productivity and organizational commitment. *J Nurs Manag.* 2001;9:191–204. [PubMed] [Google Scholar]

Christian & Qin, Yulin. (2004). An Integrated Theory of the Mind. *Psychological review.* 111. 1036-60. 10.1037/0033-295X.111.4.1036.

Clarkson, M.B.E. (1995). A stakeholder Framework for A and Evaluating Corporate Social Performance. *Academy of Management Review* 20(1): 92-117

Colin Robson, Kieran McCartan(2016) *Real World Research*, 4th Edition Wiley & Sons Publishing

Creswell, J.W. (2009). *Research Design: Qualitative, Quantitative and Mixed Methods Approaches*. 3rd ed. Thousand Oaks, Sage, CA.

Creswell, J.W. (2010). Mapping the developing landscape of mixed methods research . In A. Tashakkori & C. Teddlie (Eds.), *Sage handbook of mixed methods in social & behavioral research* (2nd ed., pp. 45-68). Thousand Oaks, CA: SAGE

Creswell, K.W. (2013). A framework for Design. In J.W. Creswell (Ed), Research Design, Qualitative, Quantitative, and Mixed Methods Approaches. Sage Publication, London.

Creswell, J. W. (2014). Research Design Qualitative, Quantitative, and Mixed Methods Approaches (4th ed., p. 304). Thousand Oaks, CA: SAGE Publications

Creswell W.J (2015) A Concise Introduction to Mixed Method Research: SAGE

Crous, M. (2004). Service Delivery in South African Public Service: Implementation of the Batho Pele Principles by Statistics South Africa. Public Administration 39(4.1): 574-589.

Daniel, C. 2018. Behavioral and Social Sciences Research. 10.13140/RG.2.2.25335.06561 7.  
Hyungjo H., Maryam A., Julie M., Joshua, Hawalye D. & Navid G.2017. Recent trends in the U.S. Behavioral and Social Sciences Research (BSSR) workforce. PLOS ONE. 12. e 0170887. 10.1371/ journal. pone.0170887

Deborah K. Padgett (2012) Qualitative and Mixed Methods in Public Health: Publisher: SAGE Publications

DeFranzo, E. S. (2011). What's the difference between qualitative and quantitative research? Retrieved from: <https://www.snapsurveys.com/blog/qualitative-vs-quantitative-research>

De Loo, I. and Lowe, A. (2011), "Mixed methods research: don't – 'just do it'", Qualitative Research in Accounting & Management, Vol. 8 No. 1, pp. 22-

Demarteau, M. (2002). A Theoretical Framework and Grid for Analysis of Programme-evaluation Practices. Evaluation 8: 454-473. 10.1177/13563890260620649.

Dembour, M. (2010). What Are Human Rights? Four Schools of Thought. Human Rights Quarterly 32(1): 1-20. Retrieved from [www.jstor.org/stable/40390000](http://www.jstor.org/stable/40390000)

Dembour, M. (2010). What Are Human Rights? Four Schools of Thought. Human Rights Quarterly, 32(1), 1-20. Retrieved from [www.jstor.org/stable/40390000](http://www.jstor.org/stable/40390000)

Deverajan, S. (2019). How to Use Oil Revenues Effectively. In Mohaddes, K., Nugent, J. and Selim, H., eds., *Institutions and macroeconomic policies in resources-rich Arab Economies*, Oxford University Press, Oxford.

Dilenschneider, R.L. (2013). Five core values for the workplace. [Available Online]: [http://www.huffingtonpost.com/Robert-l-dilenschneider/business-advice\\_b\\_3829655.html](http://www.huffingtonpost.com/Robert-l-dilenschneider/business-advice_b_3829655.html) (Accessed 22 January 2020).

Dillman D. A., Smyth J. D., Christian L. M. Internet, phone, mail, and mixed-mode surveys: The tailored design method. Hoboken, NJ: John Wiley & Sons, Inc; 2014. [Google Scholar]

Donald R. Cooper and, Pamela S. Schindler (2014) *Business Research Methods*, 12th Edition 12th Edition McGraw –Hill Irwin.

Druce, L., Moslener, U., Gruening, C., Pauw, P., Connell, R., (1916), *Dymistifying Adaption Finance for the Private Ssector*.

Easterby-Smith, M., Thorpe, R. and Jackson, P.R., 2012. *Management Research*. [online] SAGE Publications.

Availablat<[https://books.google.co.uk/books/about/Management\\_Research.html?id=ahbhMb-R7MQC&pgis=1](https://books.google.co.uk/books/about/Management_Research.html?id=ahbhMb-R7MQC&pgis=1)> [Accessed 14 Jul. 2015].

Eldridge, J. & Crombie, A. (1974). *A sociology of Organizations* (RLE: organization eds); London. <https://doi.org/10.4324/9780203545867>

Elsbach, A. (2014). *Kant und Einstein. Untersuchungen über das Verhältnis der modernen Erkenntnistheorie zur Relativitätstheorie*. Walter de Gruyter, Berlin and Leipzig.

Emily, M. M., & Muyengwa, G. (2021). Maintenance of municipality infrastructure: a case study on service delivery in Limpopo Province at South Africa. *American Journal of Operations Research*, 11(6), 309-323.

English B, Chalon C. Strengthening affective organizational commitment: The influence of fairness perceptions of management practices and underlying employee cynicism. *Health Care Manage (Frederick)* 2011; 30:29–35. [PubMed] [Google Scholar]

Essays, UK. The Service Culture at Ritz Carlton. Retrieved from <https://www.ukessays.com/essays/tourism/the-service-culture-at-ritz-carlton-tourism-essay.php?vref=1> (Accessed 22 January 2020).

Estache, A., Goldstein, A. & Pittman, R. (2001). Privatization and Regulatory Reform in Brazil: The Case of Freight Railways. *Journal of Industry Competition and Trade* 1. 10.2139/ssrn.286292.

Elsbach, K. D. (2014). *Organizational perception management*. Psychology Press.

Fanyana Ka Mdumbe (2005). The meaning of “Organ of state” in the South African Constitution. <https://hdl.handle.net/10520/EJC97874>.

Felce, D., Perry, J., (2003) Quality of life Its definition and Measurement, *Research in Vol* 16(1) 51-74. [https://doi.org/10.1016/0891-4222\(94\)0028-8](https://doi.org/10.1016/0891-4222(94)0028-8)

Feilzer, M. Y. (2010). Doing mixed methods research pragmatically: Implications for the rediscovery of pragmatism as a research paradigm. *Journal of Mixed Methods Research*. 4. 6 – 16.

Festinger, D., DE Matteo, D., Marczyk, G. R., 2013 *Essentials of research design and methodology* eBook: Document Hoboken, N.J.: Wiley

Fingeld- Connet, (2010) Generalizability and transformability of Meta-synthesis research findings. *Journal of advanced nursing* 66(2) 246-254

Fisch, C. & Huppenbauer, M. (2014). New insights into ethical leadership: A qualitative investigation and experience of executive ethical leaders. *Journal of Business Ethics* 23(1): 23-43.

Fish, M.S., Michel, K., Linberg, S. I., (2015) Legislative Power and Executive Corruption. V-Derm Working Paper 7.

Flick, U. (2014) *An Introduction to Qualitative Research*. 5th Edition, Sage Publications,

London

Fouché C.B. & De Vos, A.S. 2011. Selection of a researchable topic. In De Vos, A.S. Strydom, H. Fouché, C.B. & Delport, C.S.L. Research at the grass roots for the social sciences and human service professions. 4 nd ed. Pretoria: JL Van Schaik Publishers

Fourie, J., (2006), “*Economic Infrastructure: a review of Definitions, Theory and Empirics*”. South African Journal of Vol, 74(3) 530-556

Fox, P., Mikiten, S., Davis, G. & Lancaster, J. (1994). *Brain map: A Database of Human Functional Neuroimaging*. In E. John, M. Huerta, (eds) pp. 95-109.

Freeman, R. E., Harrison, J. S., Wicks, A. C., Parmar, B. L., & De Colle, S. (2010). Stakeholder theory: The state of the art.

Furnham, A. & Gunter, B. (1993). Corporate culture: definition, diagnosis and change. In Cooper, C.L. & Robertson, I.T. (eds.), *International Review of Organizational Psychology*, Vol. 8, pp. 233-61. John Wiley, Chichester.

Gail M. Sullivan and Anthony R. Artino Jr. (2017) How to Create a Bad Survey Instrument. *Journal of Graduate Medical Education* 9:4, 411-415. Online publication date: 15-Aug-2017. Citation | Full Text | PDF (126 KB) | Track Citations(RSS | Email)  
2010;18:582–91. [PubMed] [Google Scholar]

Garret, N. & Martini, E.M. (2007). The boomers are coming: a total cost of care model of the impact of population aging on the cost of chronic conditions in the United State. *Journal of Disease Management* 10(2): 51-60.

George Beam (2017) *The Problem with Survey Research* :First Ed.Routledge  
Ahmed N, Oranye NO. Empowerment, job satisfaction and organizational commitment: A comparative analysis of nurses working in Malaysia and England. *J Nurs Manag*.

Gildenhuys, J.S.H. (2004). *The Philosophy of Public Administration: A Holistic Approach*. SUN Press, Stellenbosch.

Goodpastor, K. (2006). Work, spirituality, and the moral point of view. *International Journal of Value-Based Management* 7: 49-64.

Goodpastor K., Naughton, M.(2021)The institutional insight: the common good benefit Shareholder/stakeholder Approach to Business Ethics “ forthcoming in Finn. Daniel K., *Business ethics in in Catholic Social Thought ,Georgetown University press 2021)*

Grant, C. & Osanloo, A. (2014). Understanding, selecting and integrating a theoretical framework in dissertation research: Creating the blueprint for your “house”. *Administrative Issues Journal* 42(2): 12-26.

Goodpastor, B. H., Park, S. W., Harris, T. B., Kritchevsky, S. B., Nevitt, M., Schwartz, A. V., ... & Newman, A. B. (2006). The loss of skeletal muscle strength, mass, and quality in older adults: the health, aging and body composition study. *The Journals of Gerontology Series A: Biological Sciences and Medical Sciences*, 61(10), 1059-1064.

Gamede, N. W. (2021). Factors that Influence Social Protests and their Effect on Peace and Stability in Africa. *International Conference on Public Administration and Development Alternatives (IPADA)*.

Gravetter F.J. & Forzano, L.B., 2012. *Research methods for the behavioral sciences*. London: Wadsworth

Gravetter, F. J., & Forzano, L. B. (2012). *Research Methods for the Behavioral Sciences* (4th ed.). Belmont, CA: Wadsworth

Greene, J.C., Caracelli, V.J. & Graham, W.F. (1989). Toward a conceptual framework for mixed-method evaluation designs. *Educational Evaluation and Policy Analysis* 11(3): 255-274.

Grotius, H (2005). *The Rights of War and Peace*, eds. Richard Tuck (Indianapolis) Vol. 1(126) Ibid 85-6.



Hackserver, C., Chaganti, Haganti, R., Cook, R.G., (2001) A Model of Value Creation: Strategic View. *Journal of Business Ethics*- 49: 291-305; Kluwer Academic Publishers

Haele, M.V. & Roslcoms, T. (2017). Hepatic Prognites cells: An update: *Gastroentroentorology Clinic*: 46(2): 409-420.

Habib, A. 2010. The state of the nation and its public service in contemporary South Africa: A critical reflection. *Administration Publican* 18(3):2–24

Handy, C. (1993). *Understanding Organizations*. Penguin, Harmondsworth.

Hancock, C., Steinbach, A., Nesbitt, T.S., Adler, S.R. & Auerswald, C.L. (2009). Why doctors choose small towns: a developmental model of rural physician recruitment and retention. *Social Science & Medicine* 69(9): 1368-1376.

Hansemark, O.C. & Albinsson, M. (2004). Customer satisfaction and retention: the experiences of individual employees. *Managing Service Quality: An International Journal* 2004. Emerald.com.

Hacker, P.M.S., (2007) *Analytical Philosophy: Beyond the Linguistic Turn and Back again*. In M Beaney; Editor, *The Analytic Turn: Analysis in Early Analytic Philosophy and Phenomenology*, London, Routledge, 125-141

Hardik Rameshbhai Patel and Jeslyn Mary Joseph (2016) *Questionnaire Designing Process: A Review* Patel HR

Harrison, R. (1972). Understanding your organization's character. *Harvard Business Review* Vol. 4: 119-128.

Harrits, G. S., (2011). More than method? A discussion of paradigm differences within mixed methods, research *Journal of Mixed Methods Research*, 5, 150 – 166.

Harter, J.K., Schmidt, F.L & Heyes, T.L. (2008). Business-Unit-level relationship between employee satisfaction, employee engagement and business outcomes. *A Meta-Analysis*

Journal of Applied Psychology 87(2): 268-279.

Heeringa, S. G., & O'Muircheartaigh, C. (2010). Sample design for cross-cultural and cross-national survey programs. In J. A. Harkness, M. Braun, B. Edwards, T. P. Johnson, L. E. Lyberg, P. Ph.

Hein, G.E. (1991). Constructivist Learning Theory. Paper presented at the CECA (International Committee of Museum Educators) Conference, Jerusalem Israel.

Hayes, A. S. (2019). Bitcoin price and its marginal cost of production: support for a fundamental value. *Applied economics letters*, 26(7), 554-560.

Hoe.J& Hoare.Z.(2010) Understanding Quantitative Research: Part 1 Nursing Standards,27, (15-17),52-57

Hockett, C.F. (1958). *A Course in Modern linguistics*. Language Learning/ volume 8, issue 3-4 p. 73-75, New York MacmillanDOI.ORG/10.1111/j.1770.tb00870.x

Holland, J. J. (2012). Signals and boundaries: Building blocks for complex adaptive systems Cambridge, MA: MIT Press

Hoffmann, T. (1999). The Meaning of Competency. Journal of European Industrial Training Vol. 2396: 275-286. <https://doi.org/10.1108/03-90599910284650>

Hoffmann, T. (1999) “*The Meaning of Competency*”, journal of European Industrial Training Vol. 2396) 275-286. <https://doi.org/10.1108/03-90599910284650>

Howe, K. R. (2012). Mixed methods, triangulation, and causal explanation. Journal of Mixed Methods Research, 6, 2, pp. 89-96.

Howell, K. E. (2013) Introduction to the Philosophy of Methodology. London: Sage

Horsthemke, K. (2016). Knowledge and education. In K. Horsthemke, P. Siyakwazi, E.

Howe, K. R. (2012). Mixed methods, triangulation, and causal explanation. Journal of Mixed Methods Research, 6, 2, pp. 89-96

Hughes, P. (2010). Paradigms, methods and knowledge in G. MacNaughton, S. Rolfe and I. Siraj-Blatchford (Eds.), *Doing Early Childhood Research*, (2nd ed.,) Maidenhead: Open University Press.

Ibrahim, M. & Al Falasi, S. (2014). Employee loyalty and engagement in UAE public Sector. *Employee Relations* Vol. 36(5): 562-582. <http://doi.org/10.1108/ER-01-2013-0098>

Jane Mills & Melanie Birks 2014 *Qualitative Methodology: A Practical Guide*  
SAGE Publications, Inc. Online pub date: December 18, 2017

Jack E. Edwards, Marie D. Thomas, Paul Rosenfeld & Stephanie Booth-Kewley (2012) *How to Conduct Organizational Surveys: A Step-by-Step Guide: Quantitative Techniques for Business & Management Research*, Survey Research: SAGE Publications, Inc

Johnson BR, Christensen LB. *Educational research: Quantitative, qualitative, and mixed approaches*. 6. Los Angeles: SAGE; 2017. [Google Scholar

Johnson, E., Humphrey, M. & Alfred, K.W. (2009). Online learning and mentors; Addressing the shortage of rural special educators through technology and collaboration: *Rural Special Education Quarterly* 29(2): 17-21.

Johnson, L. B., & Christensen, L. B. (2010). *Educational research: Quantitative, qualitative, and mixed approaches* (4th ed.). Thousand Oaks, CA: Sage Publishing. Google Scholar

Johnson, B., & Christensen, L., (2012) *Education research* (12<sup>th</sup> ed) Buckingham: Open University Press. Ed: California: GAGE Publication,

Johnson, G. & Scholes, K. (2002). *Exploring Corporate Strategy* (6th ed.). Pearson Education, Harlow, England.

Jones, C. (2011). Ethical issues in online research, British Educational Research Association on-line resource. Retrieved from <https://www.bera.ac.uk/researchers-resources/publications/ethical-issues-in-online-research>

Joseph Check, Russell K. Schutt (2011) *Research Methods in Education* SAGE

Kanyane, M. 2014. Exploring challenges of municipal service delivery in South Africa (1994-2013).

*Africa's public service delivery and performance review*, 2(1): 90-110

Kahn, A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal* 33(4): 692-724.

Karl Marx. (1983). Class and class against capital. *Canadian Journal of Political Science*, *Review Canadienne de Science Politique* 16 (3): 577-584.

Katsamunsk, P. (2012). Classical and modern approaches to public administration.

Retrieved on 25/10/14 from <http://www.economicalternatives/edu/platform/org>

Kelly, R.L. (1995). *The foraging Spectrum Diversity in human hunter gathered life ways*: Washington, DC: Smithsonian Institution. Press.

Kelly, S. W, (2016) Retrospective Efficiency in Service Delivery : technology or humanistic approach? *Journal of Marketing*

Kever, S. (2003). *Constructivist Classroom: An Internet Hotlist on Constructivist Class*.

Retrieved 27 Dec. 2020, from

<http://www.kn.pacbell.com/wired/fil/pages/listconstrucs1.html>

Khambule, A.N. & Siswana, B. (2019). Burning capabilities: the social cost of violence and destructive services delivery protests in south Africa. *African Journal of Peace and Conflict Studies* 8(1): 51.

Kirsch, T. (2008). A Problem of Presence: Beyond scripture in an African Church. *Journal of the Royal Anthropology Institute* 14(1): 222-224.

Kivunja, C. & Kuyini, A.B. (2017). Understanding and Applying Research Paradigms in Educational Contexts. *International Journal of Higher Education*. 6 (5).

<https://doi.org/10.5430/ijhe.v6n5p26>

Koma, S. B., & Modumo, O. S. (2016). Whither Public Administration in South Africa? The Quest for Repositioning in the 21st century. *Africa's Public Service Delivery & Performance Review*, 4(3), 482–487

Kothari, C.R. (2004). *Quantitative Techniques*, 2nd ed., New Delhi: Vikas Publishing House Pvt. Ltd.

Kothari C.R. (2014) *Research Methodology: Methods and Techniques* Paperback

Kotler, P. (2012). *Kotler on marketing. How to Create Win and Dominate the Market*. Prentice Hall.

Kotler, P. (2017). Philip Kotler: some of my adventures in marketing. *Journal of Historical Research in Marketing* Vol. 9 Issue: 2, pp. 203-208.

Kreuter Frauke, Müller Gerrit, Trappmann Mark. “Nonresponse and Measurement Error in Employment Research.”, *Public Opinion Quarterly*, 2010, vol. 74 (pg. 985-1003) Google Scholar

Kroeze, J. H. (2012). Postmodernism, interpretivism, and formal ontologies. In M. Mora, et al. (Eds.), *Research Methodologies, Innovations and Philosophies in Software Systems Engineering and Information Systems*. USA: Information Science Reference

Kroukamp, H., & Cloete, F. (2018). Improving professionalism in South African local government. *Acta Academica*, 50(1), 61–80.

Landberg, E. (2005). (a) Visual Impairment. In Landberg, E., Kruger, D. & Nell, N., *Addressing barriers to learning: A South African perspective*. Van Schaik Publishers, Pretoria.

Liamputtong, P. (2013). *Qualitative Research Methods* (4th ed.). South Melbourne, Vic.: Oxford University Press

Lietz, C. and Zayas, L. (2010). Evaluating qualitative research for social work practitioners. *Advances in Social Work*. 11(2), 189-202

Lincoln, Y. S., Lynham, S. A., & Guba, E. G. (2011). Paradigmatic controversies, contradictions, and emerging confluences, revisited In N. Denzin and Y. S. Lincoln (Eds.), *The Sage handbook of qualitative research* (pp. 97–128). Thousand Oaks, CA: Sage.

Lincoln, Y. S. & Guba, E.G. (2013). *The Constructivist Credo*. Walnut Creek, CA: Left Coast Press.

Liou SR, Cheng CY. Organizational climate, organizational commitment and intention to leave amongst hospital nurses in Taiwan. *J Clinic Nurs*. 2010; 19:1635–44. [PubMed] [Google Scholar]

Leigh, H., McIlraigh, I., Miller, L., Stanley, T., Clarke, R. & George, R. (2010). The interrater reliability of the modified gait abnormality rating scale for the use with people with intellectual disability: *journal of intellectual and Developmental Disability* 35(2), 77-81

Lishner, D.A., Oceja, L.V., Stock, E.L., & Zapel, K. (2008). The effects if Infant like Characteristics on empathic concerns for adults in need. *Motivation and Emotion* 32:270-277

Lockwood, R. (2007). Leveraging employee engagement for competitive advantages: NR's strategic role. *HR Magazine* 52(3): 1-11.

Louw, D.J. (2012). *Some pastoral hermeneutics of care & encounter. A theological design for a basic theory, anthropology, method and therapy*. Lux Verbi, Wellington.

Lorrae van Kerkhoff Knowledge Governance for Sustainable Development: A Review March 2013 *Challenges in Sustainability* 1(2):82-93 DOI:10.12924/cis2013.01020082

Luk, S. & Layton, R. (2004). Service Skills and Service Quality. *Journal of Human*

Resources in Hospitality & Tourism 3: 33-60. [http://dx.doi.org/10.1300/J171v03n02\\_02](http://dx.doi.org/10.1300/J171v03n02_02)

Luke, R.W. (1971). Safety Leadership Defined within the Australian Construction Industry, *Journal of Construction Economics and Building*.

Lynn Silipigni Connaway, Ronald R. Powell (2010) *Basic Research Methods for Librarians: Libraries Unlimited* Oxford England

McKim, C. A. (2017). The value of mixed methods research: A mixed methods study. *Journal of Mixed Methods Research*. 11(2) 202–222.

<https://doi.org/10.1177/155868981560709> 11(2) 202–222.

<https://doi.org/10.1177/1558689815607096>

MacLead, D. & Clarke, N. (2011). *Engaging for Success: Performance through Employee Engagement*. Department for Business Innovation and Skills, London.

Makanyeza, C., Kwandayi, H. & Ikobe, B. (2013). Strategies to improve service delivery in local authorities. *International Journal of Information Technology and Business Management*. 15: 1-11.

Mananga(2012) Associates Violence prtests with poverty and unemployment -----

Markou, C. (2017a). *Lecturers Notes: Qualitative Research Approaches and Its Designs*.

Markou, C. (2017b). *Lecturers Notes: Research Ethics*.

Marovah, T. (2016). Citizenship education and human capabilities formation: A case study in two Zimbabwean teachers' colleges. [ufs.zc.za](http://ufs.zc.za)

Marques, R.C. (2017). Why not regulate PPPs? *Utilities Policy* 48(C): 141-146.  
[doi.org/10.1016/j.jup.2017.04.003](https://doi.org/10.1016/j.jup.2017.04.003)

Marshall, T.H. (2013). *Citizenship and Social Class*. Cambridge University Press, New York.

Martin, J. & Meyerson, D. (1986). Organizational Culture at the OZ Company. Unpublished manuscript, Graduate School of Business, Stanford University, Stanford.

Martinelli, R., Wanddel, J. & Ralhschulte, T. (2014). Transformation to programme Management: Introduction to a new series on program management. P.M. World Journal, Vol. 111, Issue IX- [www.pmworldjournal.net](http://www.pmworldjournal.net).

Mauch, P.D. (2010). Quality Management: Theory and Application. CRC Press, Boca Raton.

Meyer, H.H., (1991) A solution to the performance appraisal feedback enigma: Academy of Management Perspective 5(10 68-76

Martens, D. M. (2015). Research and Evaluation in Education and Psychology. 4th Edn. Los Angeles: Sage

Masiya, T., Davids, Y. D., & Mangai, M. S. (2019). Assessing service delivery: Public perception of municipal service delivery in South Africa.

Mfundo Masuku and Nokukhanya Jili (2019) Public service delivery in South Africa: The political influence at local government level, April 2019 Journal of Public Affairs 19(2) DOI:10.1002/pa.1935

Mhango, C. (2015a). PowerPoint slides. Retrieved from Mhango, <https://www.slideshare.net/Charliengo/systems-theory-55924204>

Mhango, C. Kasuwala, C., Khonje, V. & Nsisu, G. (2015 b). System Theory. LinkedIn Corporation.

Miles, M.B., Huberman, A. & Saldana, J. (2014). Qualitative Data Analysis. (3<sup>rd</sup> ed), A Method Sourcebook. SAGE, California.

Millennium Development Goals. (2000). <https://www.gavi.org/our-alliance/global-health-development/millennium-development-goals?gclid=CjwKCAjwhYOFBhBkEiwASF3KGV5OIbPN53UL5zfaIAA5ZUjUU7k4zMz2>



OeabD-KMgebduhXIHCGY\_BoCvqoQAvD\_BwE

Miller, J. (1972). In the “Image” and “Likeness” of God. *Journal of Biblical Literature* 91(3): 289-304. doi:10.2307/3263163

Miller, K. (2004). *Organizational communication: Approaches and processes* (7th ed., pp. 60–81). Belmont, CA: Wadsworth.Rice

Minnaar, F. (2010). *Strategic and Performance Management in the Public Sector*. Van Schaik Publishers, Pretoria.

Mishra, K., Boynton, L. & Mishra, A. (2014), “Driving employee engagement the expanded role of international Communication”, Vol 592: 183-202.\

Merriam, S.B., & Tisdell, E.J. (2016). *Qualitative Research: A guide to design and implementation* (4th ed.). San Francisco, CA: Jossey-Bass.

Mohler, B.-E. Pennell, & T. W. Smith (Eds.), *Survey methods in multinational, multiregional, and multicultural contexts* (pp. 251–267). John Wiley & Sons

Morgan, D.L., (2019) *Practical Strategies for Combining Qualitative and Quantitative methods: Application to Health Research*, qualitative health research, 8(3) 362-376

Morudu, H.D. (2017). Service Delivery protest in South African Municipalities: An exaptation using principal components regression and 2013 Data. *Cogent Social Sciences* 3(1). [https://doi.org/ 10.1080/23311886.2017](https://doi.org/10.1080/23311886.2017).

Msindo, E.,(2012) , *Housing backlog: Protests and demand for housing in South Afric*,PSAM

Municipal IQ (2012), Press Release: Municipal IQ’s Updated Municipal Hotspots Results, 12 April, available at: [www.municipalIQ.co.za](http://www.municipalIQ.co.za) (accessed 14 May 2012)

Muralidharan, K., Niehaus, P. & Sukhtankar, S. (2016). Building state capacity: evidence from biometric smartcards in India. *American Economic Review* 6(10): 2895-2929.

Murisa, T., ( 2022), Sivio, Institute, Harare Zimbabwe: Centre of African Philanthropy and Social Investment (CPSI), Wits Business school Johannesburg South Africa with Kirly Minrat-Prater

Mukherji, P. & Albon, D. (2015). Research Methods in Early Childhood. An Introductory Guide (2nd ed.). London: Sage Publications. <https://doi.org/10.5539/elt.v5n9p9>

Krugell, W., Otto, H., & Van Der Merwe, J. (2010). Local municipalities and progress with the delivery of basic services in South Africa. *South African Journal of Economics*, 78(3), 307-323.

McDonald, A. J., Hamilton, H. A., Elton-Marshall, T., Nigatu, Y. T., Jankowicz, D., Bondy, S. J., ... & Wickens, C. M. (2022). Household composition and anxiety symptoms during the COVID-19 pandemic: A population-based study. *Plos one*, 17(11), e0277243.

Mc Manus, V., Corcoran, P., & Perry, I. J. (2008). Participation in everyday activities and quality of life in pre-teenage children living with cerebral palsy in South West Ireland. *BMC pediatrics*, 8, 1-10.

Mlambo, V. H., Mlambo, D. N., & Adetiba, T. C. (2021). Expansion of higher education in South Africa: problems and possibilities. *J. Soc. Soc. Anthropol*, 12, 30-40.

Msindo, O. (2016). *The Collective Repository: Exploring Architecture as a Resource for Skills*

Mottiar, S., & Ngcoya, M. (2016). Philanthropy in South Africa: horizontality, ubuntu and social Justice

Nair, A. (2006). Meta-analysis of the relationship between Quality Management Practices and Firm Performance - Implications for Quality Management Theory Development. *Journal of Operations Management* 24: 948-975.

Ndashe, T.S (2016) How heads of department manage the teaching of social science in the intermediate phase. Department of Education Management and Policy Studies. University of Pretoria

Negrao, L.L.L., Filho, M.G., Marodin, G., (2016) Lean Practices and their effects on Performance: a literature review: dx. Doi.org/10.1080/09537287.216.1231853

Neuman., & Baron, R.A., (2003) Social Antecedents of building: A Social Interactionist perspective. Ins. Einarsen, H. Hoel, D. Zaphe & C.L., Cooper 9eds.) Bullying and emotional abuse on the workplace: international Practice (pp 185-2000. London: Taylor & Francis

Newby, P. (2013). Research Methods for Education. Abingdon: Routledge.

Newbury, D. (2012). Picturing an" ordinary atrocity": the Sharpeville Massacre. In *Picturing atrocity: photography in crisis* (pp. 209-223). Reaktion.

Nyalunga. D. (2006). Crafting active citizen participation through ward committee.

International Journal NGO Journal Vol. 1(3), pp. 044-046, [http://](http://www.academicjournals.org/INGOJ)

[www.academicjournals.org/INGOJ](http://www.academicjournals.org/INGOJ) © 2006 Academic Journal

Nyar, A, and Wray, C.,(2012) Understanding Protests action: Some Data Collection Challenges for South Africa: Transformation 80,22-43.

Nguyen, S. K., Vo, X. V., & Vo, T. M. T. (2020). Innovative strategies and corporate profitability: the positive resources dependence from political network. *Heliyon*, 6(4), e03788.

Osei-Poku, G. K., Thomas, S., Mwananyanda, L., Lapidot, R., Elliott, P. A., Macleod, W. B., ... & Gill, C. J. (2021). A systematic review of the burden and risk factors of sudden infant death syndrome (SIDS) in Africa. *Journal of Global Health*, 11.  
*Development in the Soweto Wetlands*. University of Johannesburg (South Africa).

O’Cathain, A., Murphy, E., Nicholl, J. (2010). Three techniques for integrating data in mixed methods studies. *British Medical Journal*, 314, 1147-1150

Ojani P, Vanaki Z, Hajizadeh E, Parandeh A, Sharifnia H. Effect of management development program based on concept mapping for head nurses on their leadership style and its' effectiveness. *Iran J Nurs Vis*. 2012; 3:65–74. [Google Scholar]

Olsen, J.P. (2005). Maybe It is Time to Rediscover Bureaucracy. *Journal of Public Administration. Research and Theory*, 16(1) 1-24

Onwuegbuzie, A. J., Bustamante, R. M., Nelson, J. A. (2010). Mixed research as a tool for developing quantitative instruments. *Journal of Mixed Methods Research*, 4(1), 56-78.  
Google Scholar | SAGE Journals | ISI

Osei-Poku, G.K, Thomas S., and Gill G J (2021) A Systematic review of the burden and risk factors factor of sudden infant syndrome (SIDS) in Africa

Othman, A.E.A. & Suleiman, W. (2013). An analysis of causes of poor attitude to work. *Procedia-Social and Behavioral Sciences* 97: 194-200.

Panzeri, S. (2008). *Scholarpedia*, 3(9): 4258. Retrieved from  
[http://www.scholarpedia.org/article/Sampling\\_bias](http://www.scholarpedia.org/article/Sampling_bias)

Parwar, A. & Chakravarthy, V. (2014). Factors influencing employee turnover in fusion healthcare organization. *International Journal of Management Research and Reviews* 4(9): 834-846.

Park, S. M. (2010). Of Alternating Waves of Shifting Shores: The Configuration of Reform Values in U.S. Federal Bureaucracy. Retrieved on 17.10.14 from  
<http://www.pubadmin.skku/index.html>

Patton, J.Q. (1999). *Grand Canyon Celebration: A Father-Son Journey of Discovery*. Prometheus Books, Amherst, New York.

Pech, R.J and Slade, B.W (2006), *Handbook of Business Strategy*. 7(1): 21-25 Doi: 10.1108/10775730610618585

Peersman, G. (2014). Overview: Data Collection and Analysis Methods in Impact Evaluation. UNICEF Office of Research, [Florence@unicef.org](mailto:Florence@unicef.org). [www.unicef-irc.org](http://www.unicef-irc.org).

Peersman, G. (2014). Overview: Data Collection and Analysis Methods in Impact Evaluation, Methodological Briefs: Impact Evaluation 10, UNICEF Office of Research, Florence

Pelikan, D. (2000). SAMWU against privatization of service delivery. The Business Day: South Africa. 12 November.

Perry, James L. 2014. The Motivational Bases of Public Service: Foundations for a Third Wave of Research. Asia Pacific Journal of Public Administration 36 (1):34-47.

Perry, James L., Annie Hondeghem, and Lois Recascino Wise. 2010. Revisiting the Motivational Bases of Public Service: Twenty Years of Research and an Agenda for the Future. Public Administration Review 70 (5):681-690.

Pickard, A. J., & Childs, S. (Red.). (2013). Research methods in information (2. ed). London: Facet

Pilot, M., Dabrowski, M.J., Hayrapetyan, V. Yavruavruyan, E.Y., Kopa/ion N, Tsingarska E, 92014) Genetics Variability of the Grey Wolf Canis Lupus in the Caucasus in Corporation with Europe and Middle East: Distinct or Intermediary Population, doi:10.1371/ journal. Pori. 0093828

Plano Clark, V. L. & Ivankova, N. V. (2016). Mixed methods research. A guide to the field. Sage Publications

Pollack, M.A., (1996) The new Institution and EC Governance: The Promise and Limits OF institutional Analysis: / Vol 9(4) 429-458

Polese, F. 2010. The Influence of Networking Culture and Social Relationships on Value Creation. Synergies. Forthcoming Springer

Polese, F. 2010. The Influence of Networking Culture and Social Relationships on Value Creation. Synergies. Forthcoming Springer

Porter, M.E. (2018). How competitive forces shape strategy. Harvard Business Review 57: 137-145.

Prochaska, F. (2017). Internal and external validity. San Jose, CA: San Jose State University. Accessed online on 7 August 2017 at:  
<http://www.sjsu.edu/people/fred.prochaska/courses/ScWk240/s1/ScWk-240-Week-5-2nd-Set-Slides---Internal-and-External-Validity.pdf>

Putnam, H. (1987). Truth and convention: On Davidson's refutation of conceptual relativism. *Dialectica* 41(1-2): 69-77.

Putnam, H. (2012). 'How to Be a Sophisticated "Naive Realist"'. In *Philosophy in an Age of Science*. Harvard University Press, Cambridge, Mass

Quratulain, Samina, and Abdul Karim Khan 2013. Red Tape, Resigned Satisfaction, Public Service Motivation, and Negative Employee Attitudes and Behaviors: Testing a Model of Moderated Mediation. *Review of Public Personnel Administration Online First*:1-

Rajasekar, S., Philominaathan, P., & Chinnathambi, V. (2013). Research Methodology. Retrieved April 8, 2015, from <http://arxiv.org/pdf/physics/0601009.pdf>

Perry, J., & Felce, D. (2003). Quality of life outcomes for people with intellectual disabilities living in staffed community housing services: a stratified random sample of statutory, voluntary and private agency provision. *Journal of Applied Research in Intellectual Disabilities*, 16(1), 11-28.

Porter, M. E., & Kramer, M. R. (2018). Creating shared value: How to reinvent capitalism—And unleash a wave of innovation and growth. In *Managing sustainable business: An executive education case and textbook* (pp. 323-346). Dordrecht: Springer Netherlands.

Roser, M., & Ritchie, H. (2021). Food prices. *Our World in Data*.

Romero, S., Ruiz, S., & Fernandez-Feijoo, B. (2019). Sustainability reporting and stakeholder engagement in Spain: Different instruments, different quality. *Business Strategy and the Environment*, 28(1), 221-232.

Ranaweera, C. & Prabhu, J. (2003). On the relative of importance of customer satisfaction and trust as determinants of customer retention and positive word of mouth. *Journal of Targeting, Measurement and Analysis for Marketing* 12(1): 82-90.

Ranjit Kumar 2011 Research Methodology a step-by-step guide for beginners SAGE London

Ranjit Kumar 2015 Research Methodology: A Step-by-Step Guide for Beginners 4th Edition sage

Robin and Mc Daniels (2016) Greeing the banking system : taking stock of 920 green banking market practice ( the inquiry into the design of a sustainable finance system) The UNEP inquiry

Robson, C., & McCartan, K. (2011). Real world research (4th ed.). Chichester: Wiley&Sons

Robson, C., & McCartan, K. (2011) Sampling population procedures: who, when and where will data be obtained from (Robson, 2011 Descriptive – “The mapping out of a circumstance, situation, or set of events” (McNabb). Research Question: What is X, Y and Z Causal—experimenting (statistically speaking) to asses cause and effect. RQ: Does a change in X cause a change in Y? Wiley & Sons Publishing

Rao, P. & Holt, D. (2005). Do Green Supply Chains Lead to Competitiveness and Economic Performance? *International Journal of Operations & Production Management* 25: 898-916.

Rasmussen, T. & Jeppesen, H. (2006). Teamwork and associated psychological factors: a review. *Work stress* 20(2): 105-128.

Reddy, P. S. (2016). The politics of service delivery in South Africa: The local government sphere in context. *TD: The Journal for Transdisciplinary Research in Southern Africa*, 12(1), 1–8. [https://www.sahrc.org.za/home/21/files/SAHRC%20TAR%202019-2020\\_FINAL.pdf](https://www.sahrc.org.za/home/21/files/SAHRC%20TAR%202019-2020_FINAL.pdf)

Resnick, J. (2017). Defining Constructs and Variables. In *the Developmental Scientist's Companion: Improving Research Methodology and Achieving Professional Success* (pp. 33-52). Cambridge University Press, Cambridge. doi:10.1017/9781108155359.004

Richardson, J. (2008). The business model: an integrative framework for strategy execution. *Strategic change* 17(5-6): 133-144.

Ritz, Adrian 2015. Public Service Motivation and Politics: Behavioral Consequences among Local Councilors in Switzerland. *Public Administration Early View*:1-17

Rubin, A., & Babbie, E. (2010). *Research methods for social work*. Belmont, CA: Cengage/Brooks & Cole.

Russel, E.W. & Bruma, D.G. (2001). Alternative Service Delivery and Public Service transformation in South Africa. *International Journal of Public Sector Management*, Vol. 14(3): 241-265 <https://doi.org/10.1108/09513550110390819>.

Sammons, P. (2010). The contribution of mixed methods to recent research on educational effectiveness. In A. Tashakkori & C. Teddlie (Eds.), *Sage handbook of mixed methods in social & behavioral research*

Saunders, M., Lewis, P. & Thornhill, A. (2012) “Research Methods for Business Students” 6th edition, Pearson Education Limited

Schein, E. (1985). *Organizational Culture and Leadership*. Jossey-Bass, San Francisco, California.

Scotland, J. (2012). Exploring the philosophical underpinnings of research: Relating ontology and epistemology to the methodology and methods of the scientific, interpretive, and critical research paradigms. *English Language Teaching*, 5(9), pp. 9–16.



Schoeneborn, D., & Seidl, D. (2012). Organizations as networks of communication episodes: Turning the network perspective inside out. *Organization Studies*, 33(7), 879–906. doi:10.1177/0170840612443459Brummans

Schoonenboom, J. & Johnson, R.B. (2017). How to construct a mixed methods research design. *Kölner Zeitschrift für Soziologie und Sozialpsychologie* 69: 107-131. <https://doi.org/10.1007/s11577-017-0454-1>.

Schultz, S., Martin, T. & Meyer, H. (2017). Factors influencing organization commitment: Internal marketing orientation, external marketing orientation, and subjective well-being. *Journal of Management Development* 36 (10): 1294-1303. <https://doi.org/10.1108/JMD-12-2016-0334>.

Seetharaman, A., Balachandran, M., Saravanan, A.S. (2004). Accounting treatment of goodwill: yesterday, today and tomorrow: Problems and prospects in the international perspective. *Journal of Intellectual Capital*, 5(1): 131-152.

Shenton, A.K, *Strategies for Ensuring Trustworthiness in Qualitative Research Project* (2004) *Education for information* 22(2): 63-75. Doi: 10.3233/EFI-2004-22201

Seth, Anita & Momaya, Kirankumar & Gupta, Hari. (2008). Managing the Customer Perceived Service Quality for Cellular Mobile Telephony: An Empirical Investigation. *Vikalpa*. 33. 19-34. 10.1177/0256090920080102.

Seth, A., Momaya, K. & Gupta, H. (2008). Managing the customer perceived service quality for cellular mobile telephony: an empirical investigation. *Vikalpa* 33: 19-34. <https://doi.org/10.1177/0256090920080102>.

Shaidi, E.W. (2013). Investigation into Causes of Service Delivery Protests in Municipalities: A Case Study of Nelson Mandela Bay Municipality. Doctor Philosophiae, Nelson Mandela Metropolitan University, Port Elizabeth.

Shiao, J.I. (2019). When (in) Consistency Matters: Racial Identification Specification. *Socius: Sociological Research for a Dynamic World*:

<https://doi.org/10.1177/2378023119848268>

Shikha Vyas-Doorgapersad Lukamba-Muhiya. Tshombe Ernest Peprah Ababio Public Administration in Africa Performance and Challenges September 2017  
DOI:10.4324/9781315089324

Searle, J. R. (2015). 'Seeing Things as They Are; A Theory of Perception', Oxford University Press.

<https://doi.org/10.1093/acprof:oso/9780199385157.001.0001>

Siegle, D. (2020). Variables. Educational Research Basics. Available at:  
<https://researchbasics.education.uconn.edu/variables/#> on 27 December 2020.

Simberloff, D. & Abele, L.G. (2019). Refuge Design and Island Biogeographic Theory: Effects of Fragmentation. *The American Naturalist* 120(1): 41-50.  
[www.jstor.org/stable/2461084](http://www.jstor.org/stable/2461084). Accessed 10 Nov. 2019.

Simmons, J.P. (2011). False Positive Psychology: Psychological science. University of Pennsylvania. [https:// doi; 10.1177/0956797611417632](https://doi.org/10.1177/0956797611417632) SOURCE: PubMed.

Slack, N. (2007). Operations Management. 5<sup>th</sup> ed. Prentice Hall. Warwick Business school, Warwick University

Slack, S., Brandon-Jones, H., Jansen, R. (2013) Operations Management . 7<sup>th</sup> ed, Pearson ([www.colbournecollege.weekly.com](http://www.colbournecollege.weekly.com))

Slevin, E. & Sines, D. (2013). Enhancing the truthfulness, consistency and transferability of qualitative study: Utilizing a manifold of approaches. *Nurse Researcher* 7(2): 79-98.

Smith, A.G. (2001). Embryo-Derived Stem Cells of Mice and Men. *Annual Review of Cell and Developmental Biology* 17: 435-462.

Song, M., Sandelowski, M., & Happ, M.B. (2010). Current practices and emerging trends in conducting mixed methods intervention studies. In A. Tashakkori & C. Teddlie (Eds.), Sage

handbook of mixed methods in social & behavioral research (2nd ed., pp. 725-747).

Thousand Oaks, CA: SAGE.

Google Scholar |

South African Constitution (1996). Retrieved from

<https://www.gov.za/documents/constitution-republic-south-africa-1996> on 8 Dec. 2019.

South African Police Service (SAPS) Incident Registration Information System (IRIS), 1 August 2020 to 31 January 2021,

South Africa. (1997). White paper on Transforming Public Service Delivery. Pretoria: Government Printer.[www.gov.za](http://www.gov.za)

South African Government. Batho Pele White Paper 24 of 1995.[www.gov.za](http://www.gov.za)

South African Government. (1997). Constitution of the Republic of South Africa (as amended). [www.gov.za](http://www.gov.za)

South African Government (1995). Labour Relations Act no. 66. (as amended): December 13.[www.gov.za](http://www.gov.za)

South African Government (1994). The Reconstruction and Development Programme. [www.gov.za](http://www.gov.za)

South African Public Service Legislation. (2020, December 27).

<http://www.dpsa.gov.za/legislation.php>

Sowell, E.R., Thompson, P.M., Mattson, S.N., (2001) Voxel-based morphometric analysis of the brain in children and adolescents prenatally exposed to alcohol. *Journal of Neuroreport* 12(3).

Spence Laschinger HK, Leiter MP, Day A, Gilin-Oore D, Mackinnon SP. Building empowering work environments that foster civility and organizational trust: Testing an intervention. *Nurs Res.* 2012; 61:316–25. [PubMed] [Google Scholar]

Steven G. Heeringa, Brady T. West, Patricia A. Berglund (2017) *Applied Survey Data Analysis* 2ed CRC Taylor Francis Group

Strauss, A. & Corbin, J. (1998). *Basics of Qualitative Research: Techniques and Procedures for Developing Grounded Theory* (2<sup>nd</sup> ed). Sage, Thousand Oaks, California.

Strauss, A. & Corbin, J. (1990). Grounded theory research: procedures, canons and evaluative criteria. *Qualitative Sociology* 13: 3-21.

Sukhtanker, S., (2016) India's National Rural Empowerment Guarantee Scheme: What do we really know about the world largest workforce Program? University of Virginia, NCAER India Policy Forum

Sunday, C. E., Vera C.C., (2018). Examining information and communication technology (ICT) adoption in SMEs. A dynamic capabilities approach, *Journal of Enterprise Information Management*.

Sebidi, K. M., & Madue, S. M. (2018). Influencing change in municipalities through leadership: A case study of the City of Tshwane Municipality. *International Conference on Public Administration and Development Alternatives*.

Thangaswamy, T., & Thiyagaraj, D. (2017). Theoretical concept of job satisfaction-a study. *International Journal of Research*, 5(6), 464-470.

Taherdoost H.,; How to Design and Create an Effective Survey/Questionnaire; A Step by Step Guide *International Journal of Advance Research in Management*, volume 5, issue 4, p. 37 - 41: 2016 Hamta Group

Tashakkori, A., Teddlie, C. (Eds.). (2010). *Sage handbook of mixed methods in social & behavioral research*. Thousand Oaks, CA: Sage

Tashakkori, A., Newman, I. (2010). Mixed methods: Integrating quantitative and qualitative approaches to research. In McGaw, B., Baker, E., Peterson, P. P. (Eds.), *International encyclopedia of education* (3rd ed., pp. 514-520). Oxford, UK: Elsevier.

Google Scholar | Crossref

Thornhill, C. & Dijk, G. V. (2010). Public Administration Theory: Justification for Conceptualization. *Journal of Public Administration*, Vol.45, No. 11, University of Pretoria

Timans, R., Wouters, P., & Heilbron, J. (2019). Mixed methods research: what it is and what it could be. *Theory Soc*, 48, 193–216. <https://doi.org/10.1007/s11186-019-09345-5>

Torraco, R.J. (2005). Writing Integrative Literature Reviews: Guidelines and Examples. *Human Resource Development Review* 4(3): 356-367.  
<https://doi.org/10.1177/1534484305278283>

Torres, R.M., (2004) Lifelong Learning in the United Nations Literacy Decade (2003-2012) Prepared for UNESCO, Basic Education Division: Paris

Tsai Y, Wu SW. Using internal marketing to improve organizational commitment and service quality. *J Adv Nurs*. 2011; 67:2593–604. [PubMed] [Google Scholar]

Valmohammadi, C., & Roshanzamir, S. (2015). The guidelines of improvement: Relations among organizational culture, TQM, and performance. *International Journal of Production Economics*, 164, 167-178. <https://doi.org/10.1016/j.ijpe.2014.12.028>

Vasak, K. (1977). Human Rights: A thirty-year struggle: the sustained efforts to give force of law to the Universal Declaration of Human Rights. *UNESCO Courier* 11: 29-32.

Vickers, J. (2016). Exploring Engagement: A Grounded Theory Study of Young People's Interactions with Healthcare Professionals (PhD Thesis, The University of Salford, UK). Retrieved from  
<http://usir.salford.ac.uk/38623/1/Jason%20Vickers%20thesis%20%28FINAL%29>

Von Bertalanffy, L. (1968). *General Systems Theory. Foundation, Development, Applications*. George Brazillier, New York.

Wacker, J.G. 1998. A Definition of Theory: research guide for different theory building research methods in operations management, a journal of operations management. Iowa State

University, USA.

Walton & C. Wolhuter (eds.). Education studies: History, Sociology, Philosophy (2<sup>nd</sup> ed)  
Oxford University Press, Cape Town, South Africa.

Ward, P. (2021). Management Theory of Marx Weber: Principles of Bureaucratic Principles

Wadsworth.Rice R. E., & Cooper, S. D. (2010). Organizations and unusual routines: A  
systems analysis of dysfunctional feedback processes. Cambridge, UK: Cambridge  
University Press

Wellins, R. & Concelman, J. (2005). Creating a culture for engagement. Workforce  
Performance Solutions. Journal of International Academic Research FOR Multidisciplinary  
Impact Factor 1.393, ISSN:2320-5083, Vol 1(11) December 2013

Wenger, E.C. & Snyder, W.M. (2000). Communities of Practice: The organizational Frontier:  
Harvard Business Review January-February 2000.

Wicks, A.M. & Roethlein, C.J. (2009). A satisfaction-based definition of quality. Journal of  
Business and Economic Studies 15(1): 82.

Wilson, S. A. (2015). Corporate social responsibility and power relations: Impediments to  
community development in post-war Sierra Leone diamond and rutile mining areas. *The  
extractive industries and society*, 2(4), 704-713.

Wilson, J.Q. (1989). Adam Smith on Business ethics. California Management Review 32(1):  
59-72.

Windsor, D. (2006). Corporate Social Responsibility: The Three Key Approaches. Journal of  
Management Studies 43(1): 93-114: <https://doi.org/10.1111/J.1467-6486-2006.00584>

Wadsworth.Rice R. E., Cambridge, UK: Cambridge University Press & Cooper, S. D. (2010).

Organizations and unusual routines: A systems analysis of dysfunctional feedback processes.

Wadsworth.Rice R. E., & Cooper, S. D. (2010). Organizations and unusual routines: A systems analysis of dysfunctional feedback processes. Cambridge, UK: Cambridge University Press

Wilkinson, I. A. G., & Staley, B. (2019). On the pitfalls and promises of using mixed methods in literacy research: Perceptions of reviewers. *Research Papers in Education*, 34(1), 61-83.

<https://doi.org/10.1080/02671522.2017.1402081>

White, R.W. (1971). The urge towards competence. *Journal of Occupational Therapy* 25(6): 271-274.

Wojciszke, B. (2005) Mortality and Competence in person- and self- Perception: European Review of Social Psychology, 16:155-188 Polish Academy of Social Sciences Warsaw, Poland.

Yang, D.Z., Richardson, J.C., French, B.F. & Lehman, J.D. (2011). The development of a content analysis model for assessing cognitive learning in asynchronous online discussions, *Educational Technology Research and Development*; 59, p 43-70.

Yilmaz K. (2013) Comparison of quantitative and qualitative research, Epistemological, theoretical and methodological differences, *European Journal of Comparison of Quantitative and Qualitative Research*

Yin, R. (2015) *Qualitative Research from Start to Finish*. Guilford Publications, New York.

Zeithaml, V., Berry, L. & V. Parasuraman, A. (1996). The behavioral consequences of service quality. *Journal of Marketing* 60: 31-46. <https://doi.org/10.2307/1251929>.

Zikmund; Babin; Carr; Griffin (2010) *Business Research Methods Eighth Edition* South-Western Cenage Learning

## Appendix A: Letter of consent of participant

819 Waterbok street  
HESTEA PARK  
South Africa  
0155

The Doctoral School  
UNICAF University  
Malawi Campus  
Lilongwe

**Re: Informed consent from respondents on the research conducted; Student Id : R161  
OD1912372**

The above matter refers

Please take note that the Data collections was conduct through a survey and telephonic Interviews The first page on the survey provide a declaration on informed consent and further state that by participating in the survey you have given informed consent. The interviewee give a telephonic consent during the interview.

Kind regard

Elizabeth Mputukane Ntlatleng  
28 June 2022



## **Annexure B: Interview questions**

### **Interview questions**

You are requested to complete the following interview by answering twelve questions which aims at Investigation of Service Delivery in Post-Apartheid South Africa: A case study of four provinces

The interview should only take 15 minutes to complete and it includes 12 questions. Your responses are anonymous and will not be identified with you in any way.

By participating in the interview, you are indicating that you understand that your responses are anonymous and will not be identified with you in anyway. You may skip any question that you find intrusive or offensive, but it will help me if you respond to as many questions as you feel comfortable with.

You have the right to withdraw at any stage (prior or post the completion of the research without any consequences and without providing any explanation. In this case the data collected will be deleted.

**Please try to answer all questions or as many as you can .**

1. **What is your Age? :Please complete below**  
-----yrs.
2. **What is your highest level of Education? Please choose the applicable level below**  
Matric----- Diploma-----Degree----- Postgraduate----- Others-----
3. **What is your Gender:** tick where applicable  
Male -----female-----others-----
4. **What is your highest level of Education?**  
Matric-----Diploma-----Degree-----Postgraduate-----others-----
5. **What is your salary level?**  
Salary level 6-8 -----Salary level 9-----
6. **In which Province do you reside**

Gauteng-----KZN-----Free State ----Western Cape -----Human Settlement-----

**7. Which Department are you interacting/ contracted / employed?**

Department of Education-----Social development-----Health-----  
-----Human settlement -----

**7. The following issues cause service delivery?**

Factor	Strongly Disagree (1)	Disagree (2)	Not Sure (3)	Agree(4)	Strongly Agree(5)
Government legislation/policies					
Service culture within the public service					
Attitudes and traits of public servants					
Competence of public servants					
Please provide more information					

**8. Service protests are likely to affect:**

<u>Factor</u>	<u>Strongly Disagree (1)</u>	<u>Disagree (2)</u>	<u>Not Sure (3)</u>	<u>Agree(4)</u>	<u>Strongly Agree(5)</u>
<u>Morale of citizens</u>					
<u>Quality of life</u>					
<u>Customer satisfaction</u>					
<u>Economy</u>					
<u>Please provide more information</u>					

**9. Service protest can be eliminated by:**

<b>Factor</b>	<b>Strongly Disagree (1)</b>	<b>Disagree (2)</b>	<b>Not Sure (3)</b>	<b>Agree(4)</b>	<b>Strongly Agree(5)</b>
Efficient service delivery					
Providing Feedback					
Customer loyalty					
Competent frontline staff					
Please provide more information					

**10. Participation of public servants in service protests shows that:**

<b>Factor</b>	<b>Strongly Disagree (1)</b>	<b>Disagree (2)</b>	<b>Not Sure (3)</b>	<b>Agree(4)</b>	<b>Strongly Agree(5)</b>
They care					
They belong					
They serve					
Please provide more information					

**11. The department you interact with create a conducive service delivery environment by providing:**

<b>Factor</b>	<b>Strongly Disagree (1)</b>	<b>Disagree (2)</b>	<b>Not Sure (3)</b>	<b>Agree (4)</b>	<b>Strongly Agree (5)</b>
Budget					
Employee development					
Human Resources					
Please provide more information					

**12. Your participation in service protects shows that:**

<b>Factor</b>	<b>Strongly Disagree (1)</b>	<b>Disagree (2)</b>	<b>Not Sure (3)</b>	<b>Agree(4)</b>	<b>Strongly Agree (5)</b>
You care					
You belong					
You serve					
Please provide more information					

Thank you for your participation

The results will be categorised as follows: Per province and department

<b>View</b>	<b>Quantitative Responses 1</b>	<b>Qualitative Responses 2</b>
<b>Causes:</b>  <b>Factors:</b> <b>1 Government legislation and policy</b> <b>2 Service culture</b> <b>3 Attitudes and traits of public servants</b> <b>4 Others</b>		
<b>Effects</b> <b>Factors:</b> <b>1 Morale of citizens</b> <b>2 Quality of life</b> <b>3 customer satisfaction</b> <b>4 economic growth (loss of jobs)</b> <b>5 Others</b>		
<b>Remedy</b> <b>Factors</b> <b>1 Efficient service delivery</b> <b>2 providing feedback</b> <b>3 Customer loyalty</b> <b>4 Competence of staff</b> <b>5 Others</b>		

For Government Employees: <https://s.surveyplanet.com/1EE-KFF9C>

For Beneficiaries: <https://s.surveyplanet.com/bkrZgO2K8>



## **Annexure C: Questionnaire for government employees**

### **Title : Questionnaire for Government Employees**

You are requested to complete the following questionnaire which aims at Investigation of Service Delivery in Post-Apartheid South Africa : A case study of four provinces

The questionnaire should only take 15 minutes to complete and it includes 11 questions. Your responses are anonymous and will not be identified with you in any way.

By participating in the survey, you are indicating that you understand that your responses are anonymous and will not be identified with you in anyway. You may skip any question that you find intrusive or offensive but it will help me if you respond to as many questions as you feel comfortable with.

You have the right to withdraw at any stage (prior or post the completion of the research without any consequences and without providing any explanation. In this case the data collected will be deleted.

**Please complete all questions and make sure you follow the instructions for each question**

- 1. What is your Age? please enter it below**

-----yrs

- 2. What is your Gender: tick where applicable**

Male----- Female----- Others-----

- 3. What is your highest level of Education? Please choose the applicable level below**

Matric----- Diploma-----Degree----- Postgraduate----- Others please specify -----

- 3. What is your salary level ? Tick where applicable**

Salary level 6-8----- Salary level -----

- 5. In which Province do you reside tick where applicable**

Gauteng----- KZN----- Free State----- Western Cape-----

- 6. In which Department are you employed tick where applicable**

Education----- Social Development----- Health----- Human Settlement-----

---



**7. The following issues cause service delivery**

<b>Factor</b>	<b>1 Strongly Disagree</b>	<b>2 Disagree</b>	<b>3 Not Agree</b>	<b>4 Agree</b>	<b>5 Strongly Agree</b>
Government legislation/policies					
Service culture within the public service					
Attitudes and traits of public servants					
Competence of public servants					
others					

**8. Service protests are likely to affect:**

<b>Factor</b>	<b>1 Strongly Disagree</b>	<b>2 Disagree</b>	<b>3 Not Sure</b>	<b>4 Agree</b>	<b>5 Strongly Agree</b>
Morale of citizens					
Quality of life					
Customer satisfaction					
Economy					
Others					

**9. Service protest can be eliminated by:**

<b>Factor</b>	<b>1 Strongly Disagree</b>	<b>2 Disagree</b>	<b>3 Not Sure</b>	<b>4 Agree</b>	<b>5 Strongly Agree</b>
Efficient service delivery					
Providing Feedback					
Customer loyalty					
Competent frontline staff					
Others					

**10. Participation of public servants in service protests shows that:**

<b>Factor</b>	<b>1 Strongly Disagree</b>	<b>2 Disagree</b>	<b>3 Not Sure</b>	<b>4 Agree</b>	<b>5 Strongly Agree</b>
They care					
They belong					
They serve					
Others					

**11. Your department create a conducive service delivery environment by providing:**

<b>Factor</b>	<b>1 Strongly Disagree</b>	<b>2 Disagree</b>	<b>3 Not Sure</b>	<b>4 Agree</b>	<b>5 Strongly Agree</b>
Budget					
Employee development					
Human Resources					
Others					

**Annexure D: Questionnaire for government services beneficiaries/ contractors /clients****Title: Questionnaire for government services beneficiaries/ contractors /clients**

You are requested to complete the following questionnaire which aims at Investigation of Service Delivery in Post-Apartheid South Africa: A case study of four provinces

The questionnaire should only take 15 minutes to complete and it includes 12 questions. Your responses are anonymous and will not be identified with you in any way.

By participating in the survey you are indicating that you understand that your responses are anonymous and will not be identified with you in anyway. You may skip any question that you find intrusive or offensive but it will help me if you respond to as many questions as you feel comfortable with.

You have the right to withdraw at any stage (prior or post the completion of the research without any consequences and without providing any explanation. In this case the data collected will be deleted.

Please complete all questions and make sure you follow the instructions for each question.

**1. What is your Age? :Please complete below**

-----yrs.

**2. What is your Gender: tick where applicable**

Male----- Female----- Others-----

**3. What is your highest level of Education? Please choose the applicable level below**

Matric----- Diploma-----Degree----- Postgraduate----- Others-----

**4. What is your salary level ? Tick where applicable**

Salary level 6-8----- Salary level 9-----

**5. In which Province do you reside tick where applicable**

Gauteng----- KZN----- Free State----- Western Cape-----

**6. Which Department are you interacting/ contracted tick where applicable**

Education----- Social Development----- Health----- Human Settlement-----  
----

**13. The following issues cause service delivery**

<b>Factor</b>	<b>Strongly Disagree (1)</b>	<b>Disagree (2)</b>	<b>Not Sure (3)</b>	<b>Agree(4)</b>	<b>Strongly Agree(5)</b>
Government legislation/policies					
Service culture within the public service					
Attitudes and traits of public servants					
Competence of public servants					
others					

**14. Service protests are likely to affect:**

<b>Factor</b>	<b>Strongly Disagree (1)</b>	<b>Disagree (2)</b>	<b>Not Sure (3)</b>	<b>Agree (4)</b>	<b>Strongly Agree (5)</b>
Morale of citizens					
Quality of life					
Customer satisfaction					
Economy					
Others					

**15. Service protest can be eliminated by:**

<b>Factor</b>	<b>Strongly Disagree (1)</b>	<b>Disagree (2)</b>	<b>Not Sure (3)</b>	<b>Agree(4)</b>	<b>Strongly Agree(5)</b>
Efficient service delivery					
Providing Feedback					
Customer loyalty					
Competent frontline staff					
Others					

**16. Participation of public servants in service protests shows that:**

<b>Factor</b>	<b>Strongly Disagree (1)</b>	<b>Disagree (2)</b>	<b>Not Sure (3)</b>	<b>Agree(4)</b>	<b>Strongly Agree(5)</b>
They care					

They belong					
They serve					
Others					

**17. The department you interact with create a conducive service delivery environment by providing:**

<b>Factor</b>	<b>Strongly Disagree (1)</b>	<b>disagree (2)</b>	<b>Not Sure (3)</b>	<b>Agree(4)</b>	<b>Strongly Agree(5)</b>
Budget					
Employee development					
Human Resources					
Others					

**18. Your participation in service protects shows that:**

<b>Factor</b>	<b>Strongly Disagree (1)</b>	<b>Disagree (2)</b>	<b>Not Sure (3)</b>	<b>Agree(4)</b>	<b>Strongly Agree(5)</b>
You care					
You belong					
You serve					
Others					

<https://s.surveypplanet.com/Lab879-qC>

<https://s.surveypplanet.com/fpLJxm0ad>



## Annexure E: UNICAF Research Ethics Application Form Doctoral Studies



REAF\_DS - Version 3.0



**UNICAF UNIVERSITY  
RESEARCH ETHICS APPLICATION FORM  
DOCTORAL STUDIES**

UREC USE ONLY:

Application No:

Date Received:

**Student's Name:** Elizabeth Mputukane Ntlatleng

**Student's E-mail Address:** elizanmputu@gmail.com

**Student's ID #:** R1610D1912372

**Supervisor's Name:** Dr Mousumi Majumdar

**University Campus:** Unicaf University Malawi (UUM)

**Program of Study:** UUM: PhD Doctorate of Philosophy - Business Administration

**Research Project Title:** Investigation Of Service Delivery in Post-Apartheid South Africa : A Case Study of Four Provinces

**1. Please state the timelines involved in the proposed research project:**

Estimated Start Date: 15-Jun-2020

Estimated End Date: 15-Nov-2020

**2. External Research Funding (if applicable):**

**a. Do you have any external funding for your research?**

☐ YES

☒ NO

If YES, please answer questions 2b and 2c.

**b. Please list any external (third party) sources of funding you plan to utilise for your project. You need to include full details on the source of funds (e.g. state, private or individual sponsor), any prior / existing or future relationships between the funding body / sponsor and any of the principal investigator(s) or co-investigator(s) or student researcher(s), status and timeline of the application and any conditions attached.**

N/A

**c. If there are any perceived ethical issues or potential conflicts of interest arising from applying or and receiving external funding for the proposed research then these need to be fully disclosed below and also further elaborated on, in the relevant sections on ethical considerations later on in this form.**

N/A

### 3. The research project

#### a. Project Summary:

In this section please fully describe the purpose and underlying rationale for the proposed research project. Ensure that you pose the research questions to be examined, state the hypotheses, and discuss the expected results of your research and their potential.

It is important in your description to use plain language so it can be understood by all members of the UREC, especially those who are not necessarily experts in the particular discipline. To that effect please ensure that you fully explain / define any technical terms or discipline-specific terminology (maximum 300 words +/- 10%).

The purpose of this mixed method research is to investigate service delivery in four departments in four provinces and gather evidence on whether the public servants are competent to deliver on its constitutional mandate of providing efficient and effective service to South African citizens. The rationale is that with the existing good legislation and policy framework implemented should curb service delivery protests.

The research test the hypothesis that, First, inculcating a culture of excellent employee service delivery is crucial in supporting legislation, rules and codes is government departments. Second, staff competence backed by the culture of excellent customer service is compatible with international law and practices. Third, the triad complain, resolution and feedback loop to customers is likely to eradicate the culture of service delivery protest in South Africa.

The main research question: Why is service delivery protests in Post-Apartheid South Africa a perennial problem or challenge?

- (a) What are the causes of service protests?
- (b) What are effects of service protests?
- (c) How to address service protests?
- (d) Does participation of public servant in service protest make it a evasive or divisive conduct?
- (e) How does government departments create a conducive environment for service delivery.

#### b. Significance of the Proposed Research Study and Potential Benefits:

Outline the potential significance and/or benefits of the research (maximum 200 words).

The research findings would assist the South African Government to define and measure the competence of its frontline staff. It will also provide guidelines for recruitment and development of the public servants to ensure that they have the right attitude, knowledge and skills that qualifies them to be the face of their departments and ambassadors of service delivery. The function of frontline staff is to explain services or product and resolve queries and problems encountered by clients and customers. This is depended on individual's competence, their attitudes and skills. Customers need to be given feedback continuously. Information and feedback loop as applied by proponents of the systems theory is key for service delivery improvement. While the outcomes of this research brings out the gaps in competence of public servants it will also highlight the good work that is happening in departments. This research will provide innovation and knowledge in the social research

**4. Project execution:**

a. The following study is an:

- ☒ experimental study (primary research)
- ☐ desktop study (secondary research)
- ☐ desktop study using existing databases involving information of human/animal subjects
- ☐ Other

If you have chosen 'Other' please Explain:

b. Methods. The following study will involve the use of:

**Method****Materials / Tools**☒ Qualitative

- ☐ Face to Face Interviews
- ☒ Phone Interviews
- ☐ Face to Face Focus Groups
- ☐ Online Focus Groups
- ☐ Other \*

☒ Quantitative

- ☐ Face to Face Questionnaires
- ☒ Online Questionnaires
- ☐ Experiments
- ☐ Tests
- ☐ Other \*

\*If you have chosen 'Other' please Explain:



## 5. Participants:

- a. Does the Project involve the recruitment and participation of additional persons other than the researcher(s) themselves?

☒ YES If YES, please complete all following sections.

☐ NO If NO, please directly proceed to Question 7.

### b. Relevant Details of the Participants of the Proposed Research

Please state the number of participants you plan to recruit, and describe important characteristics such as: demographics (e.g. age, gender, location, affiliation, level of fitness, intellectual ability etc). It is also important that you specify any inclusion and exclusion criteria that will be applied (e.g. eligibility criteria for participants).

Number of participants

Age range From  To

Gender ☒ Female  
☒ Male

#### Eligibility Criteria:

- Inclusion criteria

The participants are front-line staff on salary level 6-9 at department of education, Health, Social development and Human Settlement in Four provinces.

- Exclusion criteria

Individuals who are not in the designated departments and Provinces.

#### Disabilities

All individuals with physical disabilities may participate as the tool are not on braille therefore the blind cannot participate.

#### Other relevant information (maximum 100 words):

Majority of individuals are locked down South Africa which will make it difficult for the researcher to travel, therefore most of the data collection will be done virtually. An existing database will be used to randomly select the participants who will complete a 15 minutes questionnaire electronically or be interviewed over the phone to comply with COVID-19 protocols of social distancing and handling documents.

### c. Participation & Research setting:

Clearly describe which group of participants is completing/participating in the material(s)/ tool(s) described in 5b above (maximum 200 words).

The participants are front-line managers on salary level 9 ,Gauteng 105; KZN 128; Free State 41; Western Cape 136 ( Total 410) and front-line staff on salary level 6-8 (Total 1724),Gauteng 665; KZN 725; Free State 184 Western Cape ;150 contractors (160) clients and beneficiaries within ( health, social development,human settlement and education) in four provinces. a Total of 2684 participants (Gauteng:920; Kwa-zulu Natal:993; Free State: 319 Western cape 450). These employees are recommended because they are daily interacting with citizens. The contractors and beneficiaries have interacted and experienced the attitudes and behaviours of public servants. The contractors and beneficiaries as participants are the same number across all areas and departments to balance the public opinion. A number of participants to be interviewed will be randomly selected based on their willingness to be interviews through a telephone.

### d. Recruitment Process for Human Research Participants:

Please clearly describe how the potential participants will be identified, approached and recruited (maximum 200 words).

The researcher will through a gate-keeping letter request permission from the provincial Director Generals and Head of Department participants. Upon granting permission the departments through their HR office will provide a database( with email addresses) of the designated groups. The researcher will select participants randomly, send emails explaining the questions and requesting their voluntary participation. The participants to be interviewed will first receive an email requesting for an interview, they will the provide their telephone contacts and the preferred time for the interview. A written informed consent will be obtained from all the participants.

### e. Research Participants Informed Consent.

Select below which categories of participants will participate in the study. Complete the relevant Informed Consent form and submit it along with the REAF form.

Yes	No	Categories of participants	Form to be completed
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Typically Developing population(s) above the maturity age *	Informed Consent Form
<input type="checkbox"/>	<input checked="" type="checkbox"/>	Typically Developing population(s) under the maturity age *	Guardian Informed Consent Form

\* Maturity age is defined by national regulations in laws of the country in which the research is being conducted.

Elizabeth Mputukane Ntlatleng

R1610D1912:

5

*EM Ntlatleng*

**f. Relationship between the principal investigator and participants.**

Is there any relationship between the principal investigator (student), co-investigators(s), (supervisor) and participant(s)? For example, if you are conducting research in a school environment on students in your classroom (e.g. instructor-student).

☐ YES ☒ NO

If YES, please specify (maximum 100 words).

**6. Potential Risks of the Proposed Research Study.**

**a. Are there any potential risks, psychological harm and/or ethical issues associated with the proposed research study, other than risks pertaining to everyday life events (such as the risk of an accident when travelling to a remote location for data collection)?**

☐ YES ☒ NO

If YES, please specify (maximum 150 words).

## b. Please choose the appropriate option

	Yes	No
i. Will you obtain written informed consent form from all participants?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
ii. Does the research involve as participants, people whose ability to give free and informed consent is in question?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
iii. Does this research involve participants who are children under maturity age? If you answered YES to question iii, please complete all following questions. If you answered NO to question iii, please do not answer Questions iv, v, vi and proceed to Questions vii, viii, ix and x.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
iv. Will the research tools be implemented in a professional educational setting in the presence of other adults (i.e. classroom in the presence of a teacher)?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
v. Will informed consent be obtained from the legal guardians (i.e. parents) of children?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
vi. Will verbal assent be obtained from children?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
vii. Will all data be treated as confidential? If NO, please explain why participants' anonymity or confidentiality is not appropriate for this proposed research project, providing details of how all participants will be informed of the fact that any data which they will provide will not be anonymous or confidential.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
v. Will all participants/ data collected be anonymous? If NO, please describe the procedures to be used to ensure anonymity of participants and/or confidentiality of the collected data both during the conduct of the research and in the subsequent release of its findings.	<input checked="" type="checkbox"/>	<input type="checkbox"/>



	Yes	No
ix. Have you ensured that personal data and research data collected from participants will be securely stored for five years?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
x. Does this research involve the deception of participants? If YES, please describe the nature and extent of the deception involved. Explain how and when the deception will be revealed, and who will administer this debrief to the participants:	<input type="checkbox"/>	<input checked="" type="checkbox"/>

c. Are there any other ethical issues associated with the proposed research study that are not already adequately covered in the preceding sections?

☐ Yes ☒ No

If YES, please specify (maximum 150 words).

d. Please indicate the Risk Rating.

☐ High ☒ Low

#### 7. Further Approvals

Are there any other approvals required (in addition to ethics clearance from UREC) in order to carry out the proposed research study?

☒ YES ☐ NO

If YES, please specify (maximum 100 words).

Provinces and departments in South Africa are run autonomously and each province may have their own ethics clearance approval process where the researcher would have to provide them with an approval letter from the university Ethics committee and in some instances complete their forms which require the support of the supervisors through the signature.

Elizabeth Mputukane Ntlatleng

R1610D1912

8

*CM Ntlatleng*



### 8. Application Checklist

Please mark ✓ if the study involves any of the following:

- ☐ Children and young people under 18 years of age, vulnerable population such as children with special educational needs (SEN), racial or ethnic minorities, socioeconomically disadvantaged, pregnant women, elderly, malnourished people, and ill people.
- ☐ Research that foresees risks and disadvantages that would affect any participant of the study such as anxiety, stress, pain or physical discomfort, harm risk (which is more than is expected from everyday life) or any other act that participants might believe is detrimental to their wellbeing and / or has the potential to / will infringe on their human rights / fundamental rights.
- ☐ Risk to the well-being and personal safety of the researcher.
- ☐ Administration of any substance (food / drink / chemicals / pharmaceuticals / supplements / chemical agent or vaccines or other substances (including vitamins or food substances) to human participants.
- ☐ Results that may have an adverse impact on the natural or built environment.

### 9. Further documents

Please check that the following documents are attached to your application:

		ATTACHED	NOT APPLICABLE
1	Recruitment advertisement (if any)	<input type="checkbox"/>	<input checked="" type="checkbox"/>
2	Informed Consent Form / Guardian Informed Consent Form	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3	Research Tool(s)	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4	Gatekeeper Letter	<input checked="" type="checkbox"/>	<input type="checkbox"/>
5	Any other approvals required in order to carry out the proposed research study, e.g., institutional permission (e.g. school principal or company director) or approval from a local ethics or professional regulatory body.	<input checked="" type="checkbox"/>	<input type="checkbox"/>

**10. Final Declaration by Applicants:**

- (a) I declare that this application is submitted on the basis that the information it contains is confidential and will only be used by Unicaf University for the explicit purpose of ethical review and monitoring of the conduct of the research proposed project as described in the preceding pages.
- (b) I understand that this information will not be used for any other purpose without my prior consent, excluding use intended to satisfy reporting requirements to relevant regulatory bodies.
- (c) The information in this form, together with any accompanying information, is complete and correct to the best of my knowledge and belief and I take full responsibility for it.
- (d) I undertake to abide by the highest possible international ethical standards governing the Code of Practice for Research Involving Human Participants, as published by the UN WHO Research Ethics Review Committee (ERC) on <http://www.who.int/ethics/research/en/> and to which Unicaf University aspires to.
- (e) In addition to respect any and all relevant professional bodies' codes of conduct and/or ethical guidelines, where applicable, while in pursuit of this research project.



I agree with all points listed under Question 10

Student's Name: Elizabeth Mputukane Ntlatleng

Supervisor's Name: Dr Mousumi Majumdar

Date of Application: 16-Jun-2020

**Important Note:**

Please now save your completed form (we suggest you also print a copy for your records) and then submit it to your UU Dissertation/project supervisor (tutor). **In the case of student projects, the responsibility lies with the Faculty Dissertation/Project Supervisor.** If this is a student application, then it should be submitted via the relevant link in the VLE. Please submit only electronically filled in copies; **do not** hand fill and submit scanned paper copies of this application.



## Annexure F: Gatekeeper letter



UU\_GL - Version 2.0



### Gatekeeper letter

**Address:** 546 Edmond Street ARCADIA 0083

**Date:**

**Subject:** Request permission to conduct Research

Dear Dear Director General : Department of Public Service Administration

I am a doctoral student at Unicaf University: Malawi.

As part of my degree I am carrying out a study on an Investigation of Service Delivery in Post-Apartheid South Africa in the in Four Provinces; ( Gauteng KwaZulu-Natal (KZN); Free State; and Western Cape)

I am writing to request the Director General to grant me permission to access government departments and request public servants to participate in the above mentioned research study.

Subject to approval by UNICAF Research Ethics Committee (UREC) this study will be using questionnaires electronically and delivered through email to participants.

I am a doctoral student at UNICAF University: Malawi. As part of my degree I am carrying out a study on Investigation Service Delivery in Post-Apartheid South Africa in the in Four Provinces. I am writing to request the Director General to grant me permission to access public servants to participate on-line and telephonically in the study. Subject to approval by Unicaf Research Ethics Committee (UREC) this study will be using a fifteen minutes Online questionnaires and telephonic interviews to gather data from Front line staff Supervisors, clients and beneficiaries of the government services.

Thank you in advance for your time and for your consideration of this project. Kindly please let me know if you require any further information or need any further clarifications.

*M Ntlatleng*  
Yours Sincerely,

**Student's Name:** Elizabeth M Ntlatleng

**Student's E-mail:** elizanmputu@gmail.co.za

**Student's Address and Telephone:** 819 Waterbok Street Hestepark ; 0825262784

**Supervisor's Title and Name:** Dr Mousumi Majumdar

**Supervisor's Position:** Associate Professor

**Supervisor's E-mail:** m.majumdar@unicaf.org



## Annexure G: Informed Consent Form



UU\_IC - Version 2.0



### Informed Consent Form

#### Part 1: Debriefing of Participants

**Student's Name:** Elizabeth Mputukane Ntlatleng  
**Student's E-mail Address:** elizanmputu@gmail.com  
**Student ID #:** R1610D1912372  
**Supervisor's Name:** Dr Mousumi Majumdar  
**University Campus:** Unicaf University Malawi (UUM)  
**Program of Study:** UMM:PhD Doctorate of philosophy- Business Administration  
**Research Project Title:** Investigation of Service delivery in Post-Apartheid South Africa : A Case Study of Four Provinces

Date:

Provide a short description (purpose, aim and significance) of the research project, and explain why and how you have chosen this person to participate in this research (maximum 150 words).

The purpose of this study is to enquire how best South African Government can contain service delivery protests within the provision of Batho Pele principles. The research explores employees competence, qualities and characteristics at different salary levels and how they contribute to the improvement of service delivery. The research tries to understand why managers, front-line staff act in a particular way, and comply and not comply with the service delivery legislation.

The participants are randomly and purposefully selected to fit the purpose and the representativity of the category of respondents. Sampling is defined as "a deliberate choice of a number of respondents (sample) who are to provide data about some larger group (population) whom these people represent" (Jankowcz 2000, p192). Random sampling the participants are selected into a sample so that "other individuals have an equal chance to

The above named Student is committed in ensuring participant's voluntarily participation in the research project and guaranteeing there are no potential risks and/or harms to the participants.

Participants have the right to withdraw at any stage (prior or post the completion) of the research without any consequences and without providing any explanation. In these cases, data collected will be deleted.

All data and information collected will be coded and will not be accessible to anyone outside this research. Data described and included in dissemination activities will only refer to coded information ensuring beyond the bounds of possibility participant identification.

I, Elizabeth Mputukane Ntlatleng, ensure that all information stated above is true and that all conditions have been met.

Student's Signature: *EM Ntlatleng*