



## The Role of Leadership on Service Delivery in the South African Municipalities: A Case of Greater Giyani Local Municipality, Limpopo Province

Mabunda N; KR Chauke

University of Limpopo, South Africa

E-mail: richard.chauke@ul.ac.za

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### **Abstract**

Leadership in the municipalities is entrusted with the responsibility of providing services to the public. These leaders possess certain characteristics that if effectively applied, may effectively meet the needs of the people. The paper aims to look into the role of leadership in municipal service delivery. The paper is grounded on Servant Leadership theory in which leaders have a desire to serve the need of others. To achieve the objectives of this paper, mixed method research approach were adopted. The findings reveals that municipal leaders play a role in facilitating service delivery. However, difficulties such as insufficient trainings, lack of understanding, compliance and lack of adherence to work ethics have been identified as factors that impede services. Municipal leaders should adhere to work ethics and procurement processes. The paper recommends the need to develop policies and strategies to enhance the role of leadership on service delivery in the municipalities.

**Keywords:** *Leadership; Local Municipality and Service Delivery*

### **1. Introduction**

The term service delivery is a common phrase and well-known phenomenon used globally to describe the distribution of basic needs and services, especially water and sanitation, housing, land, electricity, and infrastructure on which rural communities depend on, for their daily well-being (Dassah, 2012). Rural societies in South Africa are at risk due to the country's inadequacy in providing of essential services to its citizens (Booyesen, 2012). The adoption and application of apartheid laws and regulations culminated inequitable access to the provision of basic services (Chikulo, 2003). In agreement, Van der Berg (2003) shows that access to services was racialised during the apartheid period, with whites dominating the enjoyment of access to public services while such services were scarce in black-dominated areas. The leadership of apartheid in South Africa greatly favoured white people in service delivery to a large degree. Additionally, the actions on the delivery of service were made with white

people's interests in mind and did not develop the people's standard of living in the country's population as a whole (Chikulo, 2003).

Leadership is the mechanism by which a person controls a collection of people working together to accomplish a same objective (Northouse, 2009). Therefore, this description clarifies the significance that leadership plays in any organisation's success. Leadership involves individuals who hold positions of power within the government and, in most circumstances, such individuals hold offices by elections, appointment (Gaines, 2012). It is clear that leadership is an integral aspect of all governance and government and bad leadership can lead to governmental failure in delivering services, and if the government is to succeed, strong leadership is needed. Brookers, (2007) believes the overall purpose of leadership in municipalities is to build and display the importance of communities. According to (Nkhahle, 2015: 5), "It is a statutory requirement to provide services to communities in a sustainable manner". This implies that municipal authorities had to provide services to the community on an ongoing basis without failure, but at the same time, services must be paid for in order to have adequate resources to hire workers and maintain the facilities intended to provide services. Drawing from this, the paper investigates the role of leadership on the delivery of services in the Local Municipality of Greater Giyani.

## **2. Problem Statement**

The existing literature exhibits that leadership is regarded as critical in South Africa for speeding the delivery of basic services while increasing the standard of living for the impoverished. Binns & Nel (1999) argues that the inadequacy of leadership adversely affects the enhancement of basic service delivery. As its main purpose is to enhance citizens' livelihood, municipal leadership is required to perform an essential part (Nkhahle, 2015). The provision of services in the local municipality sense is the delivery of municipal services such as public housing, infrastructure, water and sanitation systems, public transport, land and electricity, on which local people depend for their everyday lives. Local municipalities in South Africa are blamed for inadequate service provision, including Greater Giyani Local Municipality in Limpopo Province. Municipal authorities and bearers of government positions are often accused of reckless financial choices, leading to fruitless and unsustainable spending.

The current researcher has observed that residents of Greater Giyani were promised better service provision in the past years that never materialised. According to Mashele (2015), the communities within Greater Giyani still lack a proper supply of basic services. Leadership seems to be failing in its role because of the few difficulties, which have a negative influence on the distribution of essential services at the local government level (Mashele, 2015). The communities take into consideration elements such as corruption, effective training, managerial skills, poor governance, and inappropriate spatial planning and other related issues within Greater Giyani as the main problem that hinders the role of municipal leadership on service delivery. Given these fascinating facts, the local municipality of Greater Giyani was chosen as a case study to provide a clear insight into the role of leadership in South African municipalities in service delivery.

## **3. Literature Review**

The literature review is very critical in every research study. Wellington, Bathmaker and Sikes (2005) indicates that a well-planned and comprehensive analysis of the available relevant and related literature is required for fruitful research. The purpose of the review is to identify existing theoretical frameworks which link leadership to service delivery. It is also to summarise findings from other studies which may speak to similar issues. The objective behind the exercise is to identify any gaps and therefore locate the present study and how it can add value to existing knowledge.

### **3.1. Theoretical Framework**

The theoretical framework compliment and infuses the study arguments and give the base within which the study unfolds. Eversole (2003) argues that theoretical framework is the structure that can hold or support a theory of research study. Its purpose is to support the researcher's philosophical, epistemological, and analytical approach to the investigation (Eversole, 2003). In this study, the critical theoretical perspective taken navigate across one leadership theory, which is Servant Leadership theory (Greenleaf, 1998).

The purpose of this study is to look into the role of leadership in delivering service and challenges citizen's encounter because of inefficient and ineffective leadership on the provision of service in the South African municipalities. Leadership theories have a critical influence in the development of an organization. Leadership theories are commonly viewed as visionaries and change agents (Burn, 1978). Be that as it may, the Servant Leadership is the central theme or main theoretical point of departure, as emphasized in the above discussion.

The paper is epistemologically grounded from the Servant Leadership theory in which leaders have a desire to serve, followed by intent to lead and develop others, to ultimately achieve a higher purpose objective to the benefit of individuals, organisation and society. Servant Leadership guarantees that other high priority needs are being served; it is the willingness, obligation and desire to serve the interests of other citizens (Greenleaf, 1998). Due to its emphasis on providing services to people, the Servant Leadership theory is most applicable to public institutions such as municipalities. The reason for the adopting of Servant Leadership is simple because both policy makers and administrators need to apply this theory to enhance actual delivery of services in the Greater Giyani Municipality. The paper adopted Servant Leadership theory on the basis that municipal leaders should not be resistant to change, and instead, they should be adaptable in terms of learning new methods of doing things. This will enables them to provide excellent service to citizens. Being a servant leader is what is needed in Greater Giyani Local Municipalities in order to provide better service delivery. This theory maintain that political, administrative and the citizens are supposed to work together. They should be an interconnection between the political, administrative leader and the citizens under Greater Giyani Local Municipality to be able to work as a team to achieve a common goal.

Therefore, the paper makes the assertion that the current leadership in municipalities should be grounded in this leadership theory, specifically in the sense that leaders should be able to serve, identify, prioritize, lead, and manage the provision of effective service in municipalities.

In the next section, the researcher addresses themes as part of the empirical literature, leadership and its implications to service delivery in the municipalities, local government in South Africa; its objectives and development role. The nature of leadership on service delivery within municipalities", the role of leadership on service delivery leadership in the municipalities, the challenges that hinder service delivery in the municipalities, "statutory and regulatory framework for political and administrative leadership interaction at the local municipalities".

### **3.2. Leadership and Its Implications to Service Delivery in the Municipalities**

Peretomode (2015) defines leadership as a continuous, flexible, and complicated approach and argue that a universally agreed definition has still to emerge. Since leadership is a living philosophy with many aspects, it is often changing in response to communities' growth, environments, and needs. Winston and Patterson (2010: 55) define a leadership as "one or more people who select, influence, and focus one or more followers with diverse abilities and skills on the organisation's mission and objectives, causing the followers to willingly and enthusiastically expend spiritual, emotional, and physical energy in a

concerted coordinated effort to achieve the organizational goals”. Leaders in the municipalities should be responsible for the development of their communities, providing them with the service they need.

There should be a collaboration between municipal leadership and community members to structure or restructure circumstances, as well as members' views and expectations, to provide effective service. Municipalities operate effectively when leaders influence and motivation others to work on a common goal. According to Bass (2000) every member of a group may be a leader in any way but fail in the delivery of service. Bass acknowledges some crucial components of leadership application, particularly in modern democracies, such as follower views and expectations, as well as the need of context in leadership. The leadership challenge, according to Koma (2016), is about leaders' practices for “converting ideals into deeds, dreams into facts, challenges into inventions, separation into unity, and threats into rewards”. Vision, direction, and movement are all aspects of leadership. Municipal leaders frequently promise the communities that they will provide a specific service, only to fail to do so. Municipal leaders who are successful provide their communities with goals to strive for and collaborate with them to achieve those goals (Park, 2010). Leaders should motivate their followers to work together to deliver effective service. They should emphasise the importance of leaders and followers working together to achieve shared goals.

### **3.3. Local Government in South Africa: Its Objective and Developmental Role**

The first objective is to provide an open and responsible government to local communities. This goal shows a sovereign attitude on local government democracy. It supports the adoption of democratic values by local government as a political entity, as defined in Section 195 (1) of the South African Constitution (1996). The second objective is to ensure that communities' services are provided in a sustainable and considerable manner. This specifies that local government services must be able to address the needs of communities in a long-term, sustainable manner, at the right time, when needed, and to all community members. The third objective is for local governments to encourage social and economic growth. The only way to improve people's quality of life is to improve their economic and social situations. As a result, local governments should use their resources to promote economic success in their communities and to strengthen social welfare organizations and infrastructure. The fourth objective is for local governments to create a healthy and safe environment. Moreover, local government is to encourage residents and community organisations to participate in decisions that are concerning their lives.

Given the foregoing, it is apparent that local government objectives and developmental functions must be supported by public officials, as this will help them understand the essence of the local municipality in South Africa.

### **3.4. The Nature of Leadership on Service Delivery within Municipalities**

South African municipalities are confronted with leadership problems particularly when it comes to service delivery to the citizens (World Bank, 2012). Brautigam and Knack (2004) state that leadership must be strengthened in order for it to play a significant role in service delivery. Leadership and service delivery issues are more apparent in local government areas such as Greater Giyani Local Municipality, where there is arguably a lack of capacitated leadership to assist the delivery of basic services. Government structures function in a political and administrative setting. The link between politics and administration, as well as the responsibilities, powers, and duties of political office holders and government officials, are considered as problematic. Each form of leadership is in charge of a specific aspect and role in the delivery of services. The discussion that follows elaborates on political and administrative leadership.

Political leadership relates to creating regulations and policies that determine who, how much, where, and how social resources are distributed. Politicians generally are political leaders who participate in the municipal council as representatives of members of the people who voted for them (Cameron, 2003). As a result, political leadership in the Greater Giyani Local Municipality should ensure that all matters relevant to community well-being are decided in a way that benefits the communities, they must also ensure that all the rights of communities are considered (Reddy, Sing & Moddley, 2004:79). According to Druker (2004), the essential purpose of public administration is to advance management and policies so that government can function. For the municipalities to operate efficiently and effectively the administrative leadership in the local government area should have relevant expertise and abilities, without the knowledge and skills the operations will suffer (Ababio & Makgoba, 2002:17). According to Rakate (2006) administrative leadership is responsible for ensuring that resources are efficiently utilized in order to achieve a successful service delivery endeavour, and that staff employees are fully trained to assist service delivery. With that being said, administrative leadership in the Greater Giyani Local Municipality must be developed and oriented to distribute service impartially, honesty and rightfully.

### **3.5. The Role of Political and Administrative Leadership on Service Delivery in the Municipalities**

Political and administrative leadership have set positions in municipalities that they must perform to ensure the municipality's success in providing communities with successful service (Cronshaw, 2002). For Greater Giyani Local Municipal government to be successful in delivering effective services to its citizens, both the political and administrative leadership have a role to play. Political leadership are responsible for monitoring municipal performance and providing feedback to their constituency or the community. Political leadership must be able to lead and influence one another in the pursuit of service delivery. They are the main decision-makers, according to ISS (2012:4), and the consequences of their decisions affect not only individuals or families, but also council staff, companies, clients, and partners.

Municipal administration authorities are tasked with responding to the needs of their local communities, fostering an environment of openness and accountability within their staff, and carrying out their functions via operational and administrative units (Santino, 2010). Municipal administration must assign clear responsibilities for the management of administrative units and procedures, delegate authority to the most effective level within the administration, and implement a performance measurement system (Santino, 2010). However, administrators' responsibilities include understanding and coordinating public policy as well as interpreting policy directions in order to provide services. In the case of local government, they carry out the decisions made by the various legislative bodies' at all three levels of government and by other elected officials such as executive mayors and municipal executive committees. Departments and divisions are responsible for carrying out the administrative activities of municipalities, and these activities are assigned to certain departments and divisions based on their specialization (Wooldridge, 2008:79).

### **3.6. The Relationship between Political and Administrative Operations within Municipalities**

The relationship between political and administrative operations in municipalities should not be understood as a simple relationship, but rather as a complicated one. Politicians and administrative officials work directly with each other in a complex environment, and misunderstandings about their roles can lead to tension and conflict within a municipality (Cameron, 2003:55). Politicians are more prone to cause problems by interfering with administrative processes, which harms service delivery. Municipal administrative authorities should avoid assuming control of the municipality because this could affect the connection and interaction between politicians and managers. Both of these stakeholders should work together in order to successfully regulate municipal operations. Political and administrative leadership in Greater Giyani Local Municipality should work as a team to fulfil their responsibilities to the

municipality and the residents, each with their own set of responsibilities. The officials must both respect their respective positions and strive to build trusting relationships in order to deliver the effective services.

### **3.7. Statutory Framework Regulating Local Government Sphere in South Africa**

Local government in South Africa shall be governed by the amount of subsequent local government legislation. Constitution of the Republic of South Africa. Local Government: Municipal Systems Act, 2000 (Act 32 of 2000), Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003), Local Government: Municipal Structures Act, 1998 (Act 117 of 1998) and the 1998 White Paper on Local Government is a central policy and legislative structure aimed at guiding municipalities in the implementation of its constitutional mandate. According to Labuschagn (2012:97), “each of these Acts and policies focuses on different aspects of local government, such as, amongst others, the rights, duties, functions and powers of municipalities, community participation and integrated development planning”. (Williams, 2012: 17) claims that these policies and legislatives provide local authorities with a governance structure, defines policy decision-making processes, develops principles for governance structuring, and ensures that effective internal supervisory structures can be introduced at the municipal level.

### **3.8. The Challenges that Hinder the Role of Political and Administrative Leadership on Service Delivery within Municipalities**

Leadership in the Greater Giyani Local Municipality is confronted with a variety of problems that interfere with the efficient delivery of services. There are various obstacles, and although some are common to all municipalities, some are special to some municipalities. Practical challenges preventing leadership from playing a more effective role in service delivery include political interference, lack of capacity, corruption, poor governance, lack of super vision and poor public participation. These challenges are considered being the key practical problems that hampers the function of leadership in service delivery, and respondents claimed that some office-bearers use their positions for self-enrichment rather than fulfilling their constitutional mission. Some municipal leaders looked to have political immunity and were known to have strong political contacts at the state and federal levels. This includes political nominations of inexperienced and underperforming officials to top posts, meddling in tender procedures, and officials and politicians utilizing family and friends as 'fronts' for personal gain. (Davis & Rylance, 2005).

## **4. Methodology**

Research design and methodology comprises of several research approaches. Researchers are free to select research techniques, methods and processes that best suit their needs. The research methodology of this paper are discussed in detail below.

### **4.1. Study Area**

Giyani Local Municipality is situated in the Municipality of Mopani District in the province of Limpopo, South Africa. The town of Giyani is located approximately 155km from Polokwane. Greater Giyani has 60 councillors and is divided into 30 wards. The 10 traditional authority areas comprise 91 villages, nevertheless, the total group of people involved to generate the findings is people residing in ward 23, which consist of five (5) villages which includes Kheyi, Guwela, Mbendle, Mushiyan, Nsavulani and the municipal officials in the Greater Giyani Local Municipality.

## 4.2. Research Design

Mixed research design is defined as a method for conducting research that involves collecting, analysing and integrating qualitative and quantitative research in a single study. An entire premise of this type of research method is that using qualitative and quantitative approaches together provides a better understanding of a research problem than whichever approach is used alone. This type of research technique is frequently used to compensate for a weakness in one method with the strengths of another. The study used random sampling and purposive sampling to select participants of the study. Brynard & Hanekom (2006) defines random sampling as a part of the sampling techniques in which each sample has an equal probability of being chosen. It is clear that random sampling is meant to be unbiased representative of the total population. The respondents of the study include 100 community members who were selected randomly in ward 23 villages. According to Brynard & Hanekom (2006), purposive sampling refers to group of non –probability sampling techniques in which units are selected because they have characteristics that you need in your sample. From the above information it is clear that this sample relies on the researchers judgmental when identifying and selecting the individual that can provide the best information to achieve the objective of the study. Additionally, 10 respondents were purposively selected for one-on-one interview, these includes local government officials and traditional leaders. Data was collected using questionnaire and interview techniques. The quantitative data was analysed using SPSS while the qualitative data was analysed using thematic analysis.

## 5. Presentation of Findings and Discussions

The results here under presented involves the responses from the community members and municipal official from Greater Giyani Local Municipality.

### 5.1. Summarized Responses from Community Members

Hundred questionnaires were distributed to the community members in the Greater Giyani Local Municipality. Figure 1 below shows that 50 respondents who constitute 50% are male while the other 50% respondents which constitute 50% are female. The equal distribution of gender has been done in order to eliminate biases in the study and meet the requirement of gender equality and equity in the area of the study.

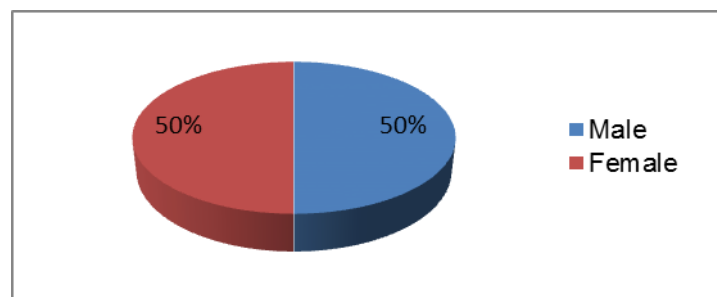


Figure 1. Gender of the respondents

Data was collected using a set of adjectival evaluations such as agree, strongly agree, disagree, strongly disagree and uncertain as indicated in table 1.

Table 1: Respondents from community members

Items	Agree	Strongly agree	Disagree	Strongly Disagree	Uncertain
1. Poor leadership and service delivery	64%	16%	8%	8%	4%
2. Managers, leadership traits and service delivery	20%	56%	12%	4%	8%
3. Developmental training program, leadership and service delivery	20%	50%	18%	4%	8%
4. Budgetary constraints, leadership and service delivery	48%	32%	4%	8%	8%
5. Compliance on municipal bylaws, leadership and service delivery	8%	16%	20%	52%	4%
6. compliance to procurement, leadership and service delivery	30%	50%	4%	8%	8%
7. Re-deployment of officials, political parties, leadership and service delivery	36%	52%	4%	6%	2%
8. Infrastructure, leadership and service delivery	40%	44%	4%	4%	8%
9. Community participation and service delivery	12%	8%	40%	34%	6%
10. Alternative strategies, leadership and service delivery.	50%	28%	6%	8%	8%

In table 1, item 1 community members were asked as to whether poor leadership has an effect on service delivery. The results shows that majority of the respondent (80%) agreed on the statement. Inadequate leadership may result in failure to complete intended service. Mawila (2016) attest that bad leadership can always obstruct the execution of service delivery.

According to the results of the aforementioned analysis in table 1, item 2, majority (76%) believed that managers need leadership traits to be able to enhance service delivery. Therefore having leadership qualities as a manager is very crucial. Lack of traits may lead to poor service delivery.

Item 3 present a situation where the respondents indicated whether developmental training affects the role of leadership on the provision of service in the Greater Giyani Local Municipality. Majority of the respondents (70%) agreed and (22%) disagreed. According to Nyathi (2018), the role of leadership in an organisation is determined by the training that officials have received. Training clearly plays a vital part in leadership, as evidenced by the information provided above. Considering the above information, it can be seen that the majority of respondents believes the role of leadership on service delivery is negatively affected by a lack of development training programs in the area of the study.

The results from table 1, item 4 depicts a scenario in which respondents were asked if budgetary constraints influence the leadership role in the delivery of service. As indicated on the data gathered, eighty percent (80%) of the participants are in agreement with the statement. Motaung (2013) states that an insufficient budget might have negative effect on the delivery of service. Lack of funds and unsuccessful budgeting can have negative results, as is evident from the above information. Before implementing any service, municipal leaders must carefully consider the issue of budget. Before making any promises to the citizens, leaders in the Greater Giyani Local Municipality should carefully analyse budget difficulties.



Majority of the respondent (72%) disagreed with the statement that lack of compliance on municipal bylaws affect the role of leadership on service delivery. Only (24%) of the respondents agreed with the statement. It is evident that most of the respondents disagree that municipal bylaws do not affect the role of leadership on service delivery. Motaung (2013) attests that the municipal bylaws enacted by the municipalities do not affect the implementation of services. This statement clearly shows that the bylaws cannot hinder the role of leadership on service delivery.

Item 6 shows that eighty percent (80%) of the participants are in agreement with the statement that lack of compliance to procurement process affect the role of leadership on service delivery in the area of the study. twelve percent (12%) of the participants disagreed with the statement. Only eight percent (8%) were recorded uncertain. It is evident that the majority of respondents believed that noncompliance with procurement processes could affect leadership capabilities. Lacking compliance to procurement due to mismanagement of funds can lead to poor service delivery.

Table 7, item 7, eighty-eight percent (88%) of the participants agree that redeployment of an official by political parties might negatively affect the role of leadership on service delivery. Among the responders, ten percent (10%) disagreed with the statement. While two percent (2%) of participants were listed as uncertain. In light of the above data, it is obvious that most respondents agreed that the redeployment of officials by political parties might negatively affect the role of leadership in service delivery. According to Mawila (2016), the majority of incomplete programs are the result of the re-deployment of unqualified service providers.

Item 8, presents the scenario where the respondents indicate as to whether the role of leadership in service delivery in the Greater Giyani Local Municipality is limited by a lack of adequate infrastructure. Eighty-four percent (84%) of the respondents are in agreement with the statement. Poor infrastructure such as roads can always hinder the leadership role on the provision of service in the South African municipalities. Due to lack of sufficient road infrastructure, leaders are sometimes unable to access the areas under their jurisdiction.

Table 1, item 9, represents a scenario in which respondents have questioned whether a lack of community participation hampers the delivery of services in the Greater Giyani. Seventy-four percent (74%) of the participants disagreed that absence of community participation does not hinder the role of leadership in service delivery. Only twenty percent (20%) of the participants are in agreement with the statement, whereas three (6%) of the participants were noted as uncertain. According to the above responses, most respondents subscribe to the belief that community participation always enhances the role of leadership in service delivery. Leaders in the Greater Giyani Local Municipality should connect with communities before providing services so that their role in service delivery can be improved.

According to the results in table 1, item 10, Seventy-eight percent (78%) of the participants agreed with the statement that lack of alternative strategies impact negatively on the role of leadership on service delivery. it is evident that most respondents consider the absence of alternative strategies to negatively affect the role of leadership in service delivery in the Greater Giyani. It is important for municipal leaders to have proper strategies in place in order to enhance service delivery.

## 5.2. Responses from Municipal Officials

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

### 5.2.1. The Current Nature of Leadership and Service Delivery

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

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

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

### 5.2.2. Leadership and Service Delivery

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

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

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

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

### 5.2.3. Political Leadership and Service Delivery

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

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

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

### 5.2.4. Administrative Leadership and Service Delivery

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

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

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

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

### 5.2.5. Lack of Relevant Qualification, Municipal Leaders and Service Delivery

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

*“How do you expect me to implement policies related to service delivery if I don’t have relevant qualifications in public management?”*

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

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

### 5.2.6. Good Ethics, Municipal Leaders and Effective Service Delivery

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

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

*“Lack of good morals affects work ethics of municipal leaders to render effective service”.*

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

### 5.2.7. Senior Managers, Municipality, Relevant Strategies, and Service Delivery

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

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

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

Drawing from this, it is evident that most of the areas are receiving poor service delivery because of inappropriate strategies used by the municipal leaders. It is clear that the role of leadership in the municipality can only be realised if negative factors that hinder service delivery are avoided.

## 6. Ethical Considerations

According to Dumisa (2010), ethics in research are the standards of behaviour expected of individuals and organizations involved in research, as well as the respondents who provide the researchers with the data necessary to conduct the study. It is at the core of ethical research to ensure that no one suffers adverse consequences as a result of research (Creswell, 2003). As part of the researcher’s

responsibilities, clearance was obtained from the University of Limpopo Research Ethics Committee. In addition, the permission to conduct the research was obtained from Greater Giyani Local Municipality. This study complied with the code of ethics proposed by the University of Limpopo. The participants were informed about the purpose of the study and everything that will happen during the research process and what was expected of them. The participants were given consent forms that they signed to formally agree to take part in the study.

## **7. Conclusion and Recommendations**

The paper has been compiled with the aim of investigating the role of leadership on service delivery in the Greater Giyani Local Municipality. The paper reveals through literature that the role of leadership depend on the factors that can influence managers to deliver effective service. Factors such as budgetary constraints, inappropriate redeployment of officials, minimal participation of beneficiaries, lack of adherence to work ethics and procurement processes may prevent municipal leaders from delivering high-quality services. Municipal leaders need training, it is essential to train all those involved in leadership on a regular basis. The community need to be encouraged to participate on issues related to leadership to accelerate the delivery of service within the area of the study. Policy makers and senior managers need to be encouraged to develop relevant policies and strategies to enhance the leadership role on the delivery of service in the Greater Giyani. It can be concluded that all these challenges call for political and administrative leaders in the municipalities to adhere to all processes and ethics that support effective delivery of service. The study was just an eye opener, it is now their responsibility to look into research ideas and recommendations for possible ways of enhancing the role of leadership on service delivery.

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