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QUALITY EMPLOYEE TRAINING AND DEVELOPMENT IN IMPROVING SERVICE DELIVERY.THE CASE OF A SELECTED MUNICIPALITY.

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ABSTRACT

Municipal employees have come under fire for poor performance and conduct in their work as some engage in corruption and others are not qualified enough to discharge their duties to the required levels. Employee training and development has become one of the key aspects in improving employee performance in organisations, thus leading to improved organisational performance and growth. The purpose of this study was to investigate the relationship between the quality of employee training and development on service delivery in a selected municipality. Data was collected from 150 employees and 150 residents within the selected municipality. The results indicated the need for effective employee training and development systems and processes to achieve improved employee performance thus improved provision of basic services to the communities.

KEYWORDS: Employee Training and Development, Service delivery

• INTRODUCTION

Service delivery by local municipal authorities has proven to be a significant problem in South Africa. Problems associated with service delivery have been highlighted by the widespread protests that characterised the country in the past few months, for example the service delivery protests at Embalenhle in Secunda ("Service delivery Protests," 2011).

The South African Constitution (1996), in reference to the functions and roles of municipalities, highlights that municipalities must structure and manage their administration, budgeting, and planning processes in order to prioritise the basic needs of the community and to promote the social and economic development of the community. Thus, the provision of basic services to the masses has proven to be a significant priority of the municipalities' charter, including that of the selected municipality in this study. Municipalities are, therefore, faced with the challenge of how best to improve the provision of basic services to their communities.

Poor performance and corruption by the employees of municipalities has been established as one of the major problems in the efficient provision of basic services by municipalities; the performance and conduct of municipal employees will thus need to be improved so as to

improve the provision of basic services to the masses. Improving an employee's performance and conduct is one, amongst many solutions, towards the efficient and reliable provision of basic services by municipalities to the public, as highlighted by Stredwick (2005). Stredwick (2005) adds that the most important role in human resources is to help employees improve their performance (through employee training and development) and, by so doing, improve the performance of the organisation.

Employee training and development has become one of the key aspects in improving employee performance in organisations, thus leading to improved organisational performance and growth. Marquardt, Nissley, Ozag, and Taylor (2000) highlight the importance of employee training and development and the resultant benefits for the organisation when they note that, in future, organisations will depend on well trained employees who will perform tasks and successfully operate in the global environment. Kuvaas and Dysvik (2009) add that when organisations offer organisational inducements in the form of developmental opportunities, employees become motivated to expend their efforts in order to benefit the organisation.

The provision of essential services by local municipalities has been in the spotlight for a long period of time, with many municipal employees caught up in the snare. Municipal employees have come under fire for poor performance and conduct in their work as some engage in corruption and others are not qualified enough to discharge their duties to the required levels. This is supported by Burger (2010) who suggests that the many reasons for poor service delivery; rampant corruption, nepotism and the deployment of ANC 'comrades' to positions for which they are not qualified within local government structures, have led to the inefficient provision of basic services to the masses, by municipalities.

Burger (2010) states that the problem of poor service delivery which is evident in significant levels of dissatisfaction, results in the municipalities failing to give basic municipal services such as running water, electricity and toilets. Specifically so in informal settlements where figures on unemployment officially at 23% cause high levels of poverty, poor infrastructure and the lack of houses can, to some extent, be solved by the efficiency of municipalities. Efficient municipalities are those that have, in their employ, skilled and qualified managerial and non-managerial staff offering efficient and reliable essential services to the masses.

STATEMENT OF THE PROBLEM

The problem of poor provision of basic services by local municipalities is complex. However, much of the blame has been solely directed at the performance and conduct of the employees and management of these municipalities, which has led to the poor provision of basic services to the communities. The problem lies in the context of how these employees' skills, performance and conduct can be improved in order to improve service delivery. The improvement of employees' skills and performance, through quality employee training and development, will lead to improved performance by municipal employees. This will allow the selected municipality a greater opportunity to provide its residents with efficient and reliable basic services.

OBJECTIVES

The objectives of the study are to:

- Investigate the relationship between the quality of employee training and development on service delivery in the selected municipality.
- Establish recommendations on the importance and use of quality employee training and development strategies and the benefits thereof in the efficient provision of essential basic services, within the selected municipality.

HYPOTHESES

Considering the statement of the problem, it is hypothesised that:

- There is a relationship between the quality of employee training and development and the efficient and effective provision of services by local municipalities' service departments.

PRELIMINARY REVIEW OF RELATED LITERATURE

Employee training and development

It should be noted that there are studies that have already been done which are related to investigations on the relationship between the quality of employee training and development on service deliverance. Nisha (2009) notes the need for, and appreciation of employee training and development and contends that it ensures that the organisation functions according to promulgated government regulations and has skilled competent staff, this is supported by Marquardt, et al., (2000) who highlight that employee training and development are playing an increasingly important and strategic role in the economic success of the U.S organisations which recognise that they now operate in a new global economy, an economy that involves the use of advanced technology and increased responsiveness to customer needs. Nutting (2000) adds that employers should develop training or learning paths for employees based on criteria such as their status, title, or job description.

Service delivery

Palmer (1998) contends that services are described by their distinctive features. These are: intangibility, inseparability, variability (heterogeneity), perishability and the inability to own a service. The above characteristics apply to all services regardless of the type of service offered. Intangibility implies that the services cannot be touched or tested and inseparability means that the time of production and time of consumption are very close, or that these happen simultaneously. Hollensen (2003) explains that variability infers that services are rarely the same because they involve interactions with people.

Lamb (2004) perceives that good service as a result of both human and mechanical effort focused on people or objects. In the context of this study, services refer to the efficient and effective provision

of basic services that the selected municipality should provide to its citizens. Matarirano (2005) elaborates that services are deeds, performances or efforts that cannot physically be possessed.

EMPLOYEE TRAINING, DEVELOPMENT AND SERVICE DELIVERANCE

Relationship between the quality of training and development on service delivery

It should be noted that studies related to the relationship between the quality of employee training and development on service delivery have previously been conducted. A study associated with the relationship between the quality of employee training and development on service deliverance was completed by Ramalibana (2009) who investigated the effectiveness of staff training and developmental programmes and policies at the Unisa Library. Quality employee training and development has an impact on the quality of services that organisations offer to their clients, this is supported by Ramalibana's (2009) views on staff development as an ongoing process that, by means of a systematic approach, serves to orient, train and develop each member of staff to work together and to serve their customers with the skills necessary to deliver quality service.

An associated study, of the relationship between the quality of employee training and development on service delivery, was also done by Zulkifli and Duasa (2008) who investigated the determinants and impact of training on company performance of Malaysian status companies. Zulkifli and Duasa (2008) found that Malaysia status companies train significantly more and provide better quality training than their local counterparts. However, they also noted that the magnitude of the training provided was largely determined by, amongst other things, the companies' previous worker turnover rates.

An associated study, of the quality of employee training and development on service delivery, was conducted by Nisha (2009) who investigated the need for the continuous (competency-based) training and development of library staff. The rationale of Nisha's (2009) study was to investigate staff training, education and development at the Durban Metropolitan Library (DML) and to establish the perceptions of the training and development which is offered. The results of the study highlighted the need for staff training and development and the benefits of quality employee training and development programmes as offered to employees in order to improve job performance. The importance of employee training and development on service delivery is highlighted by Pretorius and Schurink (2007) who note that most of the participants investigated in his study indicate the need for quality employee training and development to enhance service delivery.

Employee training and development improves the efficient and effective provision of service deliverance to costumers of various organizations. This is supported by Laabs (2001) who highlights that Quabecor World Inc., the world's largest printing company, received the Optimas Award for Excellence in Human Resources for implementing a training program that helped it achieve world class customer service skills which increased customer satisfaction.

Ukpere and Naris (2009) investigated staff development and training at the Polytechnic of Namibia; the results of their study highlighted that there were no staff development plans linked to the strategic goals of the institution and that staff members' work performance was not assessed after training. The results from Ukpere and Naris's (2009) study were analysed by Mantyneva (2002) who notes the importance of feedback after personnel training and that in order for personnel training to have a positive effect on customer satisfaction it should be linked to corporate strategy, which is strongly supported by senior management.

RESEARCH METHODOLOGY

Research design

A research design is a strategic framework for action that serves as a bridge between research questions and the execution or implementation of the research (Terre Blanche, et al., 2006). In this study the researcher utilised a quantitative design. Quantitative research seeks to explain variables.

Population

In this research the population involved comprised of both male and female employees and residents of a selected municipality. The sample of the study consisted of 150 employees and 150 residents; attention was given to employees and residents of the selected municipality.

Sample and sampling procedure

Stratified random sampling was used to select the sample through the organisation of the population into homogenous subsets. The employees were sampled according to subgroups of different departments in the selected municipality offering services to the communities; focus of the study was on the departments of housing, water, roads, electricity and revenue management.

The residents of the selected municipality were sampled according to the subgroups of the areas of where they lived, an appropriate number was selected from each subgroup using stratified random sampling and participants were selected from the suburbs and towns of the selected municipality.

Research instrument

Information was elicited using questionnaires, the researcher utilised two questionnaires with structured questions; one for the employees of the selected municipality and one for the residents of the selected municipality.

Data collection procedure

Data was collected from employees of the selected municipality in service deliverance

departments of housing, water, roads, electricity and revenue management to assess the adequacy of employee training needs, strategies, implementation and evaluation of the training and development programmes that employees in these departments go through.

Data was also be collected from the residents of the selected municipality to measure and assess service delivrance through a five-point Likert scale with responses ranging from, "Strongly agree" (1) to "Strongly disagree"(5).

Data analysis

De Vos, et al., (2005) contend that data analysis is a process of bringing order, structure and meaning to the mass of collected data. The researcher used descriptive statistics to analyse demographic data while inferential statistics such as the Analysis of Variance method was used to determining relations between concepts and variables. In the analysis of data authorities in the department of statistics at the University of Fort Hare were consulted.

A pilot study was deemed necessary to ensure operational administration, validity and reliability of the questionnaire. Cronbach's alpha coefficient was computed to assess internal consistency. Questionnaire for the employees of the selected Municipality.

Results from the reliability test indicate that high levels of reliability (0.7) were found in all sections of the questionnaires. Items ranged from 0.824943 to 0.814655.

TABLE 1.1 Reliability analysis for the employee's questionnaire

Cronbach Coefficient Alpha for the employee's questionnaire

Variables	Alpha
Raw	0.814655
Standardized	0.824943

Questionnaire for the residents of the selected Municipality

Results from the reliability test indicate that high levels of reliability (0.7) were found in all sections of the questionnaires. Items ranged from 0.899524 to 0.903415.

TABLE 1.2 Reliability analysis for the resident's questionnaire

Alpha for the residents' questionnaire

Cronbach Coefficient Alpha

Variables	Alpha
Raw	0.899524
Standardized	0.903415

Delimitation of the study

The problem of poor service delivery by local government authorities is widespread in South Africa, however with logistical constraints such as shortage of resources and time to mention a few, the study will only focused on the impact of employee training and development on service deliverance in the selected municipality.

Ethical considerations

The fact that human beings are the subjects of study in social sciences brings unique ethical problems to the fore which would never be relevant in the pure, clinical laboratory settings of the natural sciences (De Vos, et al., 2005). The researcher observed the three major areas of ethical concern, ethics of data collection and analysis, treatment of human subjects, and the ethics of responsibility to society (Reese and Fremouw; 1984). In this research project the researcher got informed consent of participants and all respondents were treated as confidential and anonymous as possible

EMPIRICAL RESULTS

Analysis of Variance report- One way Anova

An Analysis of Variance (ANOVA) report was used to determine the perceptions of residents and employees of a selected municipality. In addition, it was to test the differences in perception between groups of different employees from five service delivery departments, regarding the adequacy of employee training and development needs, strategies, implementation and evaluation systems employed by the selected municipality in its objective to achieve effective and efficient service delivery.

Employees Analysis of Variance report- One way Anova

There was a significant difference between the mean scores of respondents from the department of water and scientific and those from the department of housing. Following analysis of results in the table below employees from the water and scientific department showed knowledge of municipal management's set employee training and development objectives, in comparison to employees from the housing division (Mean score 3.777778 vs 2.833333, $c-t=3.9417$, $d.f=90$ and $P=0.014350^*$).

Employees from the water and scientific services department agreed to the perception that the municipality's Human Resources (HR) department was equipped with enough resources in personnel and finance to administer effective and efficient employee training and development programmes. On the other hand employees from the electricity department were neutral about the perception of the municipality human resources (HR) department being equipped with resources (personnel and finance) to administer effective and efficient employee training and development programmes (Mean score 4.055555 vs 3.166667, $c-t=3.9417$, $df=90$ and $P\text{ value}=0.70706$).

The results in the investigation of employee perceptions in their access to employee training and development information in the municipality showed that employees from the construction department seem to have greater access to employee training and development information than employees from the water and scientific department, who claimed not to have access to employee training and development information (Mean 3.888889 vs 2.777778, $c-t= 3.9417$, $df=90$, and $P \text{ value}=0.018542^*$).

Employees Analysis of Variance report- One way Anova

TABLE 3: Employee Analysis of Variance report- One way Anova.

	MEAN-HOUSING DIVISION	MEAN-WATER & SCIENTIFIC	Mean-Construction	Mean-Electricity	Df	Critical value	P value
Training and development objectives	2.833333	3.777778			90	3.9417	0.014350*
Resources (personnel & finance)		4.055555		3.166667	90	3.9417	0.70706
Access to E.T&D info.		2.777778	3.888889		90	3.9417	0.018542*
Facilitators of E.T&D highly qualified		2.888889	3.722222		90	3.9417	0.046431*
Implem. Of E.Perf.&.Man.		2.944444	4.055555		90	3.9417	0.012224*

Source: Findings from the empirical research

Key to the acronyms in table 3 above

- Access to E.T&D info: Access to employee training and development information.
- Facilitators of E.T&D highly qualified: Facilitators of employee training and development highly qualified.
- Implem. Of E. Perf. &.Man: Implementation of employee performance and management systems.

The results in the investigation of employee perceptions in their access to employee training and development information in the municipality showed that employees from the construction department seem to have greater access to employee training and development information than employees from the water and scientific department, who claimed not to have access to employee training and development information (Mean 3.888889 vs 2.777778, $c-t= 3.9417$, $df=90$, and $P \text{ value}=0.018542^*$).

When investigating whether employees perceived the facilitators of employee training and development in the municipality to be highly qualified, major differences in employee

perceptions were noted from the department of water and scientific services and the department of roads and construction. Employees from the roads and construction department agreed that facilitators of employee training and development in the municipality were highly qualified, while employees from the department water and scientific services were neutral on the matter (Mean 3.722222 vs 2.888889, c-t= 3.9417, df=90, and P value=0.046431*).

In the investigation as to whether employees viewed the implementation of employee performance management and evaluation processes in the municipality as successful, major differences were noted amongst the employees from the departments of water and scientific services and the department of roads and construction. Employees from the roads and construction department agreed that the performance management and evaluation systems in the municipality have been successfully implemented whilst employees from water and scientific services remained neutral (Mean 4.055555 vs 2.944444, c-t= 3.9417, df=90, and P=0.012224*).

Residents Analysis of Variance report- One way Anova

TABLE 4 Residents Analysis of Variance report - One way Anova (general service deliverance)

	Mean-Res Area 1	Mean-Res Area 2	Mean-Res Area 3	Mean-Res Area 4	Mean-Res Area 5	Mean-Res Area 6	Mean-Res Area 7	Mean-Res Area 8	D.F	P-Value
Access to basic services	2.750	2.500	1.950	3.100	2.500	2.500	1.400	1.900	160	0.0010*
Response to Serv. Deliv. Problems	3.200	3.500	2.600	2.850	2.850	2.850	2.450	2.700	160	0.0268*
Response time to job requests	3.550	3.750	3.350	2.700	3.500	3.200	3.550	3.250	160	0.0483*
FRecognition as import. stakeholders	2.550	3.200	3.550	3.150	4.200	3.450	3.800	3.350	160	0.0006*
Front-line empl. ass. w. queries	2.600	2.950	3.550	3.250	3.750	3.400	3.550	2.850	160	0.0258*
Meter read. d. on time & correctly	3.400	3.550	2.300	3.200	2.800	3.200	2.650	2.500	160	0.0023*

Source: compiled from data collected in this research

The resident’s perceptions of the selected municipality were questioned on service deliverance issues in the municipality, in an attempt to investigate the perceptions of residents regarding access to basic services in the municipality. Significantly different means, between residents, were noted; most residents were neutral in their perceptions of access to basic services within

the municipality while the majority of residents disagreed with the notion that they have access to basic services in the municipality (Mean 2.750 vs 1.400, d.f=160, P-value=0.0010*).

On the question of how residents perceived the response of the municipality to service delivery problems and issues, significant differences were noted amongst resident perceptions. The majority of the residents were neutral in their perceptions of the municipality's response to service delivery problems and issues, while a few residents disagreed with the perception that the municipality was efficient and responded, in due time, to matters of services delivery (Mean 3.500 vs 2.450, d.f=160, P-value=0.0268*).

When exploring resident perceptions of the efficiency and effectiveness of municipal response time, to job requests, only a few residents alluded to the efficiency and effectiveness of the municipality whilst the majority of residents from the residential areas were neutral in their perceptions regarding the municipality's response to job requests (Mean 3.750 vs 2.700, d.f=160 and P-value=0.0483*).

Residents' perceptions of the municipality's recognition of residents as important stakeholders in the municipality were also investigated. In the investigation, only a few residents alluded to being recognised as important stakeholders in the municipality by the municipality whilst the majority of the residents were more neutral in their perceptions (Mean 4.200 vs 3.150, d.f=160 and P-value=0.0006*).

In investigating the perception of residents, regarding their perceptions of frontline employees of the municipality in assisting with queries efficiently, the majority of residents were of the view that frontline employees of the municipality were able to assist them with queries whilst the majority of residents. (Mean 3.750 vs 2.600, d.f=160 and P-value=0.0258*).

The results from the inquiry regarding the perceptions of residents on whether meter reading is done on time and correctly showed differences between residents from different residential areas. Only a few residents from the residential areas agreed that meter reading is done on time and correctly whilst the majority of residents were more neutral in their responses to meter reading being done on time and correctly (Mean 3.550 vs 2.500, d.f=160 and P-value=0.0023*).

Residents Analysis of Variance report- One way Anova (service delivery issues in specific departments)

The perceptions of residents of the selected municipality on service delivery issues in the departments of housing, construction, roads and projects management as well as water and scientific services were investigated. The results of the investigation are illustrated in the table below.

In the investigation of resident's perceptions on whether the low cost housing units available to residents are of a high standard and good workmanship, the majority of the residents concurred that the low cost housing units available to the residents are of a high quality and bear the characteristics of good workmanship, whilst the majority of residents were neutral (Mean 3.900 vs 2.950, d.f=160, P-value=0.0241*)

**TABLE 1.5 Residents Analysis of Variance report -
(service delivery in specific departments).**

	Mean-Res Area 1	Mean-Res Area 2	Mean-Res Area 3	Mean-Res Area 4	Mean-Res Area 5	Mean-Res Area 6	Mean-Res Area 7	Mean-Res Area 8	D.F	P-Value
Low cost housing of high quality	3.100	2.950	3.800	3.150	3.600	3.900	3.700	2.950	160	0.0241*
Infras-structure of quality workmanship	2.250	3.100	3.900	3.450	3.500	3.850	3.250	3.550	160	0.0018*
Water cut-offs & rationing	3.200	3.300	3.200	3.450	3.850	3.300	2.850	2.200	160	0.0015*
Access to info. on Mun. Services	3.250	3.950	3.050	2.550	3.050	2.900	3.300	3.450	160	0.0060*
Postal systems Efficiency	2.600	2.950	3.050	3.400	3.700	3.550	3.000	2.600	160	0.0168*
Client's info. confidentiality	3.650	3.600	3.050	3.450	4.100	3.500	3.350	2.700	160	0.0065*

Source: Data from research

In the investigation as to whether the construction of surfaced, gravel roads, traffic and pedestrian facilities (including road-side furniture) is facilitated through quality workmanship, differing perceptions from different residential areas were noted. The majority of residents concurred that the construction of surfaced, gravel roads, traffic and pedestrian facilities (including road-side furniture) was facilitated through quality workmanship whilst other residents were neutral in this regard (Mean 3.900 vs 3.250, d.f.=160 and 0.0018*).

In the investigation of residents' perceptions of water cut-offs and rationing, some residents alluded to the fact that water cut-offs and rationing occurred more regularly whilst the majority of residents remained neutral on the matter (Mean 3.850 vs 2.850, d.f.=160 and P-value=0.0015). The results of the investigation of residents' perceptions regarding access to information on municipality's services, e.g. new services and refuse collection showed differing perceptions amongst the residents. A few residents agreed that they had access to information on municipality's services whilst the majority of the residents were neutral (Mean 3.950 vs 2.550, d.f.=160 and p-value=0.0060*).

On the subject of whether the municipality postal systems were efficient and effective, different perceptions were evident from members of different residential areas. A few residents viewed

the municipality's postal system as efficient and effective whilst the majority of residents from were neutral on the matter (Mean 3700 vs 2600, $d.f=160$ and $P\text{-value}=0.0168^*$).

The selected municipality was also put to test on the matter of whether residents could trust it with confidential information. In the exploration of the municipality's treatment of clients information with confidentiality, different perceptions from the residential areas emerged; some residents believed that the municipality treated clients information with confidentiality whilst the majority of the residents were neutral on the matter (Mean 4.100 vs 3.050, $d.f=160$ and $P\text{-value}=0.0065^*$).

DISCUSSION OF RESULTS

The purpose of this study was to investigate the relationship between the quality of employee training and development on service delivery; the results of the findings concur that quality employee training and development programmes are significant for improved employee performance in organisations. It is believed that this, consequently, leads to the improved provision of services to clients.

Findings from this research study point out that improved, efficient and effective service deliverance, by municipal employees, can be achieved if they are trained and developed in programmes of a high standard and which are administered by facilitators who produce work of a high standard. In addition, these improvements are sustained when employee performance is constantly managed and evaluated. Findings of this study concur with Wachira's (2010) findings that, from the 1980s, Public Service Reforms in Africa started to emphasise obligatory and periodic in-service training as part of a strategy to improve Public Service delivery. She also recommends that quality employee training and development should be accepted as a prerequisite for improving efficiency in employee performance.

The discussion of results will focus on the subjects of evaluation in the study; these will be divided into the following areas:

- Employee perceptions on the adequacy of employee training needs, strategies, implementation and evaluation of the training and development programmes employed by the municipality.
- The perceptions of residents with regard to service deliverance issues in the selected municipality.
- The relationship between the quality of employee training and development, and service delivery.

Employee perceptions of employee training, development, performance management and evaluation systems.

In investigating employee perceptions of training and development issues within the selected municipality, the majority of employees attested to new employees and new recruits being trained and developed as they enter the organisation. The majority of employees, which

accounted for 41.11%, of the employees claimed that new employees were trained and developed as they enter the organisation, whilst 12.22% strongly agreed. The training and development of new employees is significant as new employees and recruits need to adapt and learn how things are done in the new organisation. The continued training and development of new employees, in the municipality, will keep service delivery efficient and effective as the employees will become more aware of their job descriptions and how best to perform their jobs, using their own abilities, through the organisation’s training and development efforts. The results of the findings are illustrated in the table below.

Results on employee perceptions of quality employee training and development programmes in the selected municipality.

TABLE 1.6 Perceptions of employees on employee training and development issues in the selected municipality

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE
New employees trained and developed	2.22%	27.78%	16.67%	41.11%	12.22%
Incentives for participation in training and development programmes	2.22%	12.22%	17.78%	56.67%	11.11%
Employee training and development programmes of high quality	1.11%	14.44%	22.22%	53.33%	8.89%
Employee training and developmental model match training needs	0%	23.33%	21.11%	43.33%	12.22%
Employee training and development delivery approaches effective and efficient	0%	21.11%	25.56%	46.67%	6.67%

Source: analysis of data from research

In investigating employee perceptions of training and development issues within the selected municipality, the majority of employees attested to new employees and new recruits being trained and developed as they enter the organisation. The majority of employees, which accounted for 41.11%, of the employees claimed that new employees were trained and developed as they enter the organisation, whilst 12.22% strongly agreed. The training and development of new employees is significant as new employees and recruits need to adapt and learn how things are done in the new organisation. The continued training and development of new employees, in the municipality, will keep service delivery efficient and effective as the employees will become more aware of their job descriptions and how best to perform their jobs, using their own abilities, through the organisation’s training and development efforts.

Another significant aspect of this study was the attempt to ascertain employee perception of the adequacy of employee training and development needs and strategies. In investigating the adequacy of employee training and development needs and strategies, significant factors that determine the quality of the programmes were identified. These factors were the quality and qualification of employee training and development facilitators and the quality of employee training and development programmes delivered to municipal employees.

The qualifications of employee training and development facilitators will affect employee training and development; if the facilitators are highly qualified employees will be trained and developed successfully and if the facilitators have lower qualifications employee training and development will not be successfully implemented. The majority of employees of the selected municipality mentioned that the facilitators of their employee training and development programmes were highly qualified; this is reflected in the frequency results which indicated that 42.22% of the total employees agreed while 13.33% strongly agreed. Employee performance, thus, improves service provision if employees are trained and developed by suitably qualified facilitators.

Another significant focus of the study was the need to determine the adequacy of employee training and development needs and strategies, in addition to the quality of employee training and development programmes in the selected municipality. The quality of employee training and development programmes will significantly affect the training and development of employees as employee training and development programmes which are of a high standard could improve employee performance and skills, thus leading to improved service delivery. However, programmes of a low standard and those which are outdated will not improve employee performance, thus no improvement in the provision of services will be evident.

The majority of employees investigated, 53.33%, were of the view that employee training and development programmes in the municipality were of a high standard whilst 8.89% strongly agreed. These findings are supported by Ekot (2010) who notes that the quality of an organisation's training affects its value; he adds that untrained or poorly trained employees cost significantly more to support than well-trained employees do.

Findings from this study also reveal the importance of transfer of and access to information in organisations; this will largely determine an employee's behavior in the organization. In employee training and development, in any organisation, the transfer of and access to employee training and development information will largely influence employee training and development; if employees are made aware of employee training and development programmes they become motivated to participate in such programmes. However, if access to and transfer of employee and development training information is limited, within the organization, smaller numbers of employees will participate in employee training and development as most of the employees will not be aware of the employee training and development programmes of the organisation.

Findings from this research also concur with Herzberg's (1959) two factor theory. In his

study, Herzberg (1959) found that employees are motivated by intrinsic factors such as recognition. Recognition manifests itself as feedback and employee performance management evaluation systems where employees get feedback on their performance in the organization. In this study, employees showed the importance of feedback and performance evaluation systems in organisations in highlighting that it motivated them to participate in employee training and development programmes. The results of the study indicate that 54.44% of the employees were of the view that municipal management gave feedback on employee performance management and evaluation, whilst 13.33% of the employees strongly agreed with this view.

The findings of this study reveal the importance of employees being aware of their training needs and the set objectives of an organisation's employee training and development, in order to improve their performance. This helps employees performance because they are just not trained and developed but are, more specifically, trained and developed in line with their training needs and the organisation's objectives. The above investigations are consistent with the position taken by Muhammad (2010); who notes that the perspective that the training function exists to deliver programs to employees without a compelling business reason for doing so is being abandoned. Today, training is being evaluated not on the basis of the number of programs offered and training activities in the company, but on how training addresses business needs related to learning, behaviour change, and performance improvement. In fact, training is becoming more performance-focused. That is, training is used to improve employee performance, which leads to improved business results.

The findings of this study reveal that employee performance can be improved if quality employee training and development programmes are implemented; this concurs with Bandura's social learning theory. The significance Bandura's social learning theory, on the impact that quality employee training and development has on service delivery, is highlighted by Cropazano and Mitchell (2005), as quoted in Nel, et al., (2008), who contend that when organisations train and develop their employees they invest in their employees and, in return, employees tend to reciprocate in positive ways. This theory outlines the importance of employees being trained and developed and the effect and impact that these training and development programmes have on employee performance.

Perceptions of resident's perceptions on issues of service delivery in the selected municipality

The perceptions of residents to service deliverance problems in the selected municipality differed across age groups, income levels and, perhaps most significantly, across areas of residences. This finding is consistent with findings by Richards (2001) who note that there were large differences amongst residents' perspectives of service delivery with respect to their income, expenditure and savings. Results from the findings are denoted in the table below.

Perceptions of residents on issues of service delivery (effectiveness and efficiency) in the selected municipality.

TABLE 1.7 Perceptions of residents on issues of service delivery (efficiency and effectiveness)

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE
Access to basic services	41.88%	19.38%	9.38%	22.50%	6.88%
Response time to job requests	5%	17.5%	26.25%	39.38%	11.88%
Recognition of clients as important stakeholders	3.75%	25%	17.50%	35%	18.75%
Effective & efficient electricity supplies	8.75%	38.75%	11.38%	26.88%	13.75%
Employee training and development	15%	23.13%	18.75%	31.88%	11.25%
Access to portable clean water	13.75%	31.75%	13.13%	30%	11.28%
Access to low cost housing e.g. (RDP)	8.75%	28.13%	19.38%	31.88%	11.88%

Source: Analysis of data from research

Findings from this research study pointed out that residents from different residential areas in the selected municipality have different perceptions of issues of service delivery in the municipality. The results from the study reveal that levels of agreement, regarding the efficiency and effectiveness of service delivery issues, differed according to areas of residence. For example, the residents' perceptions of the efficiency and effectiveness of response time by the municipality differed significantly; a few residents agreed with the efficiency and effectiveness of the municipality in response time to job requests whilst the majority of residents were neutral on the matter. These results show a difference between residents from different areas of different classes, which alludes to the fact that the municipal response rate, to job requests, differs from one area to another.

Another significant service delivery consideration, held by the residents, was the matter of access to clean portable water; the research results indicate that 13.75% of the residents strongly disagreed with the notion that they have access to portable clean water, 31.75% disagreed while 13.13% remained neutral. 30%, of the residents investigated, agreed that they have access to portable clean water, while 11.88% strongly agreed.

The provision of decent housing to the community of the selected municipality has come to attention with differing perceptions of the municipality providing enough decent household for its

residents. The results from the resident's perception on access to low cost housing units reflect that 11.88% of the residents strongly disagree with the notion that they have access to low cost housing, 31.88% disagree and 19.38% remained neutral in their perceptions of access to low cost housing. 28.13% of the total residents investigated agreed that they have access to low cost housing whilst 8.75% of residents strongly agreed. The findings of the study reveal that the majority of residents are not satisfied with the provision of decent housing by the municipality. These findings concur with Morrow and Engel's (2003) findings, which highlighted that the needs and wants of most people are for decent housing.

The results of the study indicate mixed reactions, from the residents of the selected municipality, on the subject of the provision of efficient and effective electricity supplies to the community. These results reflect that 8.75% strongly disagreed with the notion that they are provided with effective and efficient electrical supplies, 38.75% disagreed and 11.38% were neutral on the matter. 26.88% of the residents agreed to efficient and effective electricity supplies, whilst only 13.75% of the residents strongly agreed. The findings reveal that the majority of the residents are not satisfied with electrical supplies.

Relationship between the quality of employee training and development on service deliverance. The relationship between the quality of employee training and development and service delivery, as ascertained in this study, can be explored through many factors and attributes that determine the quality of employee training and development programmes offered to employees of the selected municipality, as well as their effect and impact upon service deliverance.

To determine the level of quality of employee training and development programmes, the quality of training and development facilitators and that of employee training and development programmes, as offered to the selected municipality employees, were investigated. The results unearthed positive perceptions, held by employees, of the quality of employee training and development programmes and their facilitators, specifically those offered to employees of the the selected municipality.

The majority of employees from the selected municipality believed that the facilitators of employee training and development are highly qualified; this is reflected in the frequency results which revealed that 42.22% agreed whilst 13.33% of the employees strongly agreed. The majority of employees, 58.89%, regarded the employee training and development programmes offered by the municipality as being of a high standard, only 5.56% of the employees strongly agreed.

Quality employee training and development that can be achieved from quality programmes and highly qualified facilitators leads to improved employee performance and, consequently, improved service delivery. This is supported Muhammad (2010) whose findings highlight that in order to impart a competitive advantage, training has to involve more than just basic skills development.

Findings from this study point to the importance of highly qualified facilitators designing and presenting employee training and development programmes in order to contribute to improved

performance. This is noted in the findings of Naris and Ukpere (2009) that highlight that effective staff development and training programmes will improve staff performance. The relationship between the quality of employee training and development programmes, and service delivery, is supported by Heeter's (2006) findings which suggest that as we push forward into the 21st century, organisations are realising the very real value of having high quality and focused training available to their employees. He adds that highly trained employees will also have a sense of control over their careers due to the opportunity to sharpen old skills and learn new skills.

CONCLUSIONS

The conclusions drawn from the findings should address both significant samples of the study i.e. the employees and the residents of the selected municipality.

The conclusions, drawn from the findings related to the employees and management of the selected municipality, indicate that;

- Most organisations value the implementation of quality employee training and development as this leads to an improvement in employee performance, which in turn leads to an improvement in the services offered to clients and greater organisational profits.
- There are important factors and attributes that influence and affect employee training and development in organisations; those factors would have to be considered if employee training and development is to be successful in any organisation. Important factors and attributes to be considered for successful employee training and development in organisations include the quality of employee training and development programmes, the qualifications of employee training and development facilitators and the transfer of or access to employee training and development information.

The conclusions, drawn from the findings related to the residents of the selected municipality, indicate that;

- The residents or community in any residential area significantly influence the efficiency and effectiveness of service delivery by the local government authority in their areas of residences. They can be actively involved by communicating their service delivery problems to the responsible authorities through community forums and suggestion boxes.
- The majorities of the residents, from the communities focused on in this study, are not entirely satisfied with the provision of basic services, by the local authorities, and feel that greater effort should be made to improve the efficiency and effectiveness of the provision of services.

RECOMMENDATIONS

Recommendations on how service delivery can be improved by the municipality and its residents are listed below, under the two major stakeholder groups: i.e. the management of the selected municipality and its residents.

Recommendations to the selected municipality management

The selected municipality is the main service provider to its residents, with the obligation of providing efficient and effective services to the community. In view of the findings related to this relationship between the municipality and its community, the following recommendations are made:

- In order to improve employee training and development in the municipality, and improved performance and service delivery, management should increase the number of employees taking part in training and development. This can be done by providing incentives that may motivate employees to take part in training and development programmes. Incentives that could motivate employees to take part in employee training and development include the prospect of promotion or the provision of clear hierarchies in the organization so as to indicate where performance is rewarded. The possibility of a salary increase can also be used as a motivating factor to encourage employees to take part in employee training and development programmes.
- Access to and transfer of information on employee training and development programmes can be improved by the responsible authorities, within the municipality. This is important in relation to employee training and development as employees can only take part in employee training and development programmes when they have access to information about them.

Recommendations to the residents of the selected municipality

The municipality has the main obligation of providing efficient and effective services to the community of the municipality. However, the residents of the municipality can help the municipality improve its service delivery by engaging in the activities listed below:

- The residents can make use of the suggestion boxes in municipal buildings to communicate their concerns with the municipality; this will increase the municipality's awareness of the service delivery problems encountered by its residents. This is supported by the findings of Pretorius and Schurink (2008), which indicate that most of the participants in their study mentioned a lack of communication as a difficulty that could influence leadership decision making regarding service delivery.
- Residents could also invite municipal management to the community forums held in their respective residential areas. The forums are the meetings in which discussions on the service delivery problems take place, and will benefit from the contribution and acknowledgement of municipal management.

LIMITATIONS

This study had its own limitations.

These are discussed below;

- Financial and time constraints made it impossible for the researcher to carry out the research in all the municipal departments and in all the residential areas of the municipality.
- Empirically, a large sample size (for example, 500 employees and more residential areas)

would have provided a more stringent research design, thus allowing the results to be more generalised. The relatively small sample from the departments, and residential areas used in this study, provided a convenient way of conducting research, whilst taking limited finance, time and human resources into account. The study only focused on certain residential areas and specific service departments.

DIRECTIONS FOR FUTURE RESEARCH

- Since the study only focused on specific residential areas of the selected municipality, and specific service deliverance departments in the municipality, future studies of this kind could include the greater residential areas of the municipality and more service departments.
- A qualitative approach to studies of this nature can be followed fruitfully, and future studies would profit from the use of additional measures to cross-validate findings which influence residents' and employees' perceptions of service delivery and employee training and development programmes, respectively.

CONCLUDING REMARKS

Despite the limitations highlighted above, this study provided some useful insights into the attributes that can be used in quality employee training and development to improve service delivery. Presented conclusions derived from the findings of the study presented recommendations as to how quality employee training and development can be improved in order to improve service delivery. Finally, it can be concluded that quality employee training and development can lead to improved employee performance, and thus lead to improved service delivery.

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