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The impact of change management on service delivery at Thulamela Local Municipality

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By

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DEPARTMENT OF QUALITY AND OPERATIONS MANAGEMENT

Title: The impact of change management on service delivery at Thulamela Local Municipality

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THE UNIVERSITY OF JOHANNESBURG

DATE: NOVEMBER 2018
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ABSTRACT

Change is not easily accepted – neither in the Republic of South Africa nor within the entire world. Leadership that is prescient and visionary, skilful, affiliated and dedicated are the significant ingredients to the accomplishment of all change programs as well as in the progression of assisting workers to realize the reason why change is necessary. The lack of provision of sustainable services continues to be a challenge and a primary determinant of poverty in our country. The South African Local Government has tried to demonstrate a continuous commitment to ensure that this problem is addressed effectively and efficiently. The attempt by the Government to bring down poverty in the last few years has been seen through interventions that have taken place on national, provincial and local levels. However, these attempts have not borne enough. The Vhembe District in Limpopo Province is a prime example where the Government’s attempt has not succeeded. Moreover, some of the primary causes of the Local Government failure within the Vhembe District have been found to be corruption, which has prevented the ambitions of Government to build the district.

The study is based on Thulamela Local Municipality, which has also been affected by corruption and has been struggling for a number of years, together with other municipalities having a poor performance in the Auditor General’s books. However, in recent years, the Thulamela Municipality’s public financial accounting may have been improving, although service delivery continues to show low observable transformation. In this study a series of diverse techniques were used, considering the fact that quantitative and qualitative research techniques had been located to be paired rather than be adversarial tactics. By using both a well-known and a less-known series approach, the techniques applied proved to be practically useful.

Moreover, this study took a closer look at the impact of change management facing the municipality when creating jobs and tried to indicate sensible methods and an approach of bringing solutions to the issues faced by Local Government while providing the community with efficient service delivery. The study has also contributed to knowledge by developing a model for the Local Economic Development cycle and a concept, which can assist in translating policy into a significant practice so that Local Municipalities have a high impact on improving service delivery. The study recommended that top management's function should be to only create conditions for the service delivery strategy plan, but also to continuously monitoring the implementation process to ensure harmony among the influencing factors.
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<th>Description</th>
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<tr>
<td>ACS</td>
<td>Anti-Corruption Strategy</td>
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<tr>
<td>AG</td>
<td>Auditor’s General</td>
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<td>ANC</td>
<td>African National Congress</td>
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<tr>
<td>CAL</td>
<td>Clean Audit Report</td>
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<td>DLGH</td>
<td>Department of Local Government and Housing</td>
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<td>EPWP</td>
<td>Extended Public Worker’s Programme</td>
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<td>EWS</td>
<td>Early Warning System</td>
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<td>IAU</td>
<td>Internal Audit Unit</td>
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<td>ICD</td>
<td>Independence Complaints Directorate</td>
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<td>IDP</td>
<td>Integrated Development Planning</td>
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<td>IRDP</td>
<td>Integrated Rural Development Programme</td>
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<td>LED</td>
<td>Local Economic Development</td>
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<td>MCA</td>
<td>Malamulele Community Association</td>
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<td>MDB</td>
<td>Municipal Demarcation Board</td>
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<td>MDG</td>
<td>Millennium Development Goals</td>
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<td>MEC</td>
<td>Member of the Executive Council</td>
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<td>MSP</td>
<td>Municipal Service Partnership</td>
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<td>NEPAD</td>
<td>New Partnership for Africa’s Development</td>
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<td>NGO</td>
<td>Non-Governmental Organizations</td>
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<td>NPA</td>
<td>National Prosecuting Authority</td>
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<td>PMS</td>
<td>Performance Management System</td>
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<td>PPP</td>
<td>Public Private Partnership</td>
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<td>PRP</td>
<td>Poverty Reduction Programme</td>
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<td>PSC</td>
<td>Public Service Commission</td>
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<tr>
<td>Acronym</td>
<td>Full Form</td>
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<td>SALGA</td>
<td>South African Local Government Association</td>
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<td>SETA</td>
<td>Sector Education and Training Authority</td>
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<td>SIU</td>
<td>Special Investigating Units</td>
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<td>SMME</td>
<td>Small Medium and Micro Enterprises</td>
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<td>SMT</td>
<td>Surface Mount Technology</td>
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<td>SONA</td>
<td>State of the Nation Address</td>
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<td>SPSS</td>
<td>Statistical Package for the Social Sciences</td>
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CHAPTER ONE: INTRODUCTION AND GENERAL ORIENTATION

1.1 Introduction

Nowadays we are continuously evolving in a worldwide commercial enterprise environment, in which change has been increasingly accepted as the version for Governments to sustain their success and lifestyles. Business and organisational assemblies are regularly determined to line up their processes within a dynamical atmosphere. Businesses as well as organizational systems of government remain continuously determined towards bringing into line its global change processes within the environment. Companies and their managers are similarly converting to change, and as a result of a natural reaction towards change processes, meaning that, efficiently handling a very large network as well as solid residences to development, knowledge control and social incomes. Various processes and strategies have since been recommended in manipulating trade, but the agencies present process the exchange range appreciably within its organisation, structures, policies and social assets.

Widespread alternate control at local authorities in current years has delivered disruption to corporations and misalignment amongst the body of workers at one of a kind ranges. At the same time, as exact development has been made in turning services efficient, there may be still a large amount of work left to do as the austerity programme keeps hitting home. Nonetheless, to obtain the goal of decreasing poverty, a constant execution and assessment in the goals of the presidency remains essential. Such physical execution should make certain that the aims and purposes of tasks remain simply described; problems and issues are quickly identified and fixed, recipients without problems diagnosed, mistakes are limited and achievement replicated.

The Thulamela Municipality gained notoriety within the year 2000, in terms of the availability of the Local Government Municipality systems Act, 117 of 1998 Section 12. Local Municipality executive offices are situated within Thohoyandou and an additional administrative centre in Makonde, Shayandima, Malamulele, Saselamani and Tshikombani. The Thulamela Local Municipality falls beneath Vhembe District Municipality with an overall population of 618 462 and after demarcation, the Thulamela Municipality population decreased to 497 237. The Municipality falls under class B of the municipal offices served by forty Regions, forty Region Councillors as well as forty proportional legislative body Councillors. Overall, the Municipality has a complete complement of 546 employees. The Thulamela Local Municipality remains separated to two geographic regions that is Thohoyandou, Malamulele and a nearby rural area.

Thulamela Local Municipality is categorised as a medium-potential municipality by the Auditor-General as it has been receiving clean audit report (2012-13/14 Audit document) and favourable audit report (2015-2016 Audit document). Critics in the Auditor-General’s office have expressed concern for the constraints and demanding situations as regards to the municipality’s monetary operations. There have been claims and allegations of ineffectiveness labelled on the municipality. The people of Malamulele have for more than a decade demanded to have their own local municipality. They continuously complain about skewed and poor service delivery within the Thulamela Local Municipality. The Municipal Demarcation Board (MDB) has constantly and intensely refused to respond positively to the demands of the people of Malamulele. However, local municipalities are established to ensure that local citizens receive responsive service delivery.
The municipality has been plagued with terrible publicity on account of some municipal internal leader going to prison due to a scam as well as bribery while supplying motorists with driving permits which violate well-known policies. Such officers have since been found guilty and suffered punitive action towards the close of financial year’s period. The taxi rank at Sibasa has been involved in an important project where a quarrelling between the partners was settled and concluded by the High Court making the decision that resolved the quarrel amongst the involved parties. Because of such, the Local Government was urged to issue the suppliers with the full municipal web location. Furthermore, the municipality faces other disputes relating to the coal production within Thononda as well as the petition from Malamulele residents requesting the government to permit them to have their own municipality. At some stage, the municipal demarcation board had started to further investigate and substantiate these allegations. During 2015, the National Minister of Provincial and Local Authorities announced the dissolution from the Thulamela Local Municipality, effectively placing it under ministerial (?) administration due to, among other things, maladministration, underprivileged service delivery and dishonesty. During June 2015, residents from Thulamela Local Municipality in Limpopo were as well accusing their councillor of corruption and nepotism related to water and public health development.

However, during March 2016, Thulamela Local municipality boasted of being the first local municipality within the District to have managed to produce a ‘Master Plan” called the Thulamela Master Plan, aimed at incorporating, amongst others, the local business community and local schools in attempts to promote the strategic change management and speed up service delivery. The municipality claims to have been able to highlight the capital projects that are required to be treated as priorities and which also require an imperative consideration. These two claims by the municipality seem to suggest an admission by the municipality of the existence and impact of change management in the lack of improved service delivery and a further intention to turnaround their predicament.

French and Bell (1984) viewed change by means of being a durable organization with strength in developing a positive solution in addition to having a revitalisation procedure, mainly done with a more powerful and cooperative control of the company way of life, through giving prominence to the lifestyle of official work-groups. Thompson (1967) argues that a strategic change arises from the view of the organization’s necessity to use the most present or rising opportunities, that addresses threats within the market place. The strategic work can match the activities that may be undertaken by the organization and those of the environment. A turnaround change needs a main operational change or main rate decline programs to cope with a deterioration in economic overall performance or difficulty or dynamic marketplace circumstances (Bullock et al., 1985). In turnarounds, executives reveal the necessities for transformation and will arrange organic evolutionary change.

The overall determination of this analysis is to examine and determine an attainable contributing factors to this deficiency of service delivery resulting from change management, look into whether the municipality’s current efforts in turning around its current condition is likely to help resolve the matter, and to further suggest possible solutions. Developing new and additional economical ways of operating, by handling the change this encompasses, turns into an important fundamental to the approaching years as local establishments carry on in adapting to the demanding situations that the long-term embraces. Partaking with a group of workers and unions during the primary phase is crucial. It is vital to keep in mind that the high quality ideas regularly come from the people offering assistance and organisational workers in the respective levels. Those workers ought to be concerned with planning for long term and using alternatives during
an intervention so that they have a feel of ownership and an incentive to be triumphant. While neighbouring authorities’ long-term planning embraces a number of demanding situations, there is conjointly an array of possibilities and powerful change control is the foremost important process of them.

1.1.1. Impact of Change Management

The world moves with unimaginable rapidity and until recently, organizational leaders thought that change was an event that needs an adjustment (Kanter, 1992).

Lynch (2009) also pointed out that the impact of planned transformation is the advantageous control of change within an organization attaining without a doubt of succeeding clearly known strategic objectives. Change can be triggered by various factors such as shifts in the environment, new business relationships, and shifts in technology or changes in the leadership of the organization. In other words, a planned organizational transformation brings positive solutions to the business (Comstock, 2006). The only issue merely concerns the future government being recognised; certain present government plans are missing while a specific and well-structured method have been received within the former single government.

The one and foremost demanding situation in attaining management change may be the necessity to vary the usually long-standing mentality taken without any consideration of paradigms or traditions (Giola and Thomas, 1996). The target of enabling proper development is to capitalize on welfares, whereas diminishing the chances of failing throughout the employment of transformation. Ansoff and McDonald (1990) view the approach to strategic transformation management as an established existence and is methodical towards accomplishing an ecological change in human activities inside the organization. Therefore, it is conjointly the power of a company/business enterprise to assume and answers to both inner and outer change pressure and opportunities, since some of the maximum approaches with competitive advantage could be gained.

Tichy (1983) articulated numerous classes including practical, governmental and traditional services, which recognize aggressive pressures and tracking down of aggressive benefits as transformation accelerator. Transformation is less complicated to control while there may be a level of risk found in a business enterprise and therefore an understandable necessity for change of putting in place operating techniques to fulfil dynamic instances. Therefore, there may be no single technique of coping with management transformation and as mentioned by Johnson et al. (2008), the method taken in closer dealing with strategic change needs be reliant on environment.

The principal hassle that manager’s experience in coping with change is the predisposition in the direction of inactivity and resistance to change. Individuals can have a tendency to carry on with the prevailing method of doing things, which may also cause strategy drift. Giola and Thomas (1996) point out that a manager takes substantive change demands seriously and considers the existing identity and image. This increases the control in a specific project whilst the motion required is unimpeded by the expectations and principles of the members within the association.
1.1.2. Service Delivery

Service delivery is described as obtaining high quality assistance and dispatching to the destined beneficiary. Stenzel J. and Stenzel C. (2003) say that the multiple space of the organization must indicate an excellent degree of service delivery. Managers therefore are required to fully comprehend amongst what accomplishments carried out should remain significant in terms of generating worth above those not important. Organizations accomplish an economical improvement through supplying customers with quality services. Mintzberg and Quinn (1991) define service delivery as a set of components within the technology with the aim of presenting available capability and opportunity.

The impact of change management functionality frequently found within the regular accomplishments that individuals carry out within their groups and growing the capability of individuals to acknowledge the connection of what they do in phases to the enormous capacity that the employer is concerned. Organizations create transformational leadership teams who have the acquaintance, understanding as well as knowledge of how to support governments in order to generate a mobile, accessible and profitable stand aimed at providing a well-designed method of empowering commercial industry. Pfeffer and Salancik (1978) indicate that the improvement in service delivery is also informed by the need to grow and expand services, take advantage of opportunities to consider new action plans that will assist to implement new knowledge.

In order to achieve successful change management, managers should outline quantifiable shareholder objectives, produce an enterprise route designed for accomplishment (that ought to be ceaselessly up to date), reveal expectations, dangers, reliance, prices, reoccurrence of funding, dis-advantages and racial problems poignant the development of the related hard labour.

1.2 Statement of the problem

An organization may find itself with declining performance due to various external and internal factors. Top managers believe that such organizations can survive and eventually recover if determined efforts are made above timeframe with the intention of strengthening its distinguishing competencies.

Revolutionary changes, which are usually the result of a crisis, call for deep changes in one or more of the organization’s strategic areas, for example products, markets, financial, organizational and personnel. Participative business makeovers reject the top-down approach to re-engineering in favour of a middle group where the managers and workers come together to re-design business processes.

The aim of every organizational transformation is to take full advantage of welfares, whereas decreasing the threat of failure through all the operational transformations. Many of the major decisions at the heart of change management can lead directly to significant change within the organization (Kimathi, 2011). The writer did a study on the effects of business process re-engineering on service delivery at the Local Government and found that business re-engineering improves business processes. Another writer studied the Local Government authorities and how change in the environment was handled and came up with the conclusion that change depends on how well it is handled. (Chune, 1998) studied the impact change management had on the stakeholders while recognizing that the human side of change is very important in order for change to succeed.
Unemployment and poverty are the threats that prevent South Africa’s monetary progress and development. Failure to render basic services by local Government/Municipalities as mandated in the national government catalyses poverty. The stats-SA 2016 mid-year population estimate is 55.7 million individuals in South Africa out of which approximately 27.2% remain unemployed. Almost 19 million South Africans (which is forty-six % of the population) is sentient in underprivileged homes that earn much less than R352 consistently per person per month. Authority associations that cater for underprivileged families, say that they have a tendency to be characterised by viciousness, anxiety, nutrients uncertainty, manipulative labour and further pathologies.

South Africa is confronted with a tremendous shortage of technical as well as critical skills because of to some discrepancy between skills demand and supply within the labour marketplace. A number of initiatives and programmes including the Expanded Public Works Programme (EPWP), Internship programmes, at work for water programme, SETA education and training programmes as well as National Sanitation Job Creation Programme, have been put in place to address the shortage of skills while also decreasing poverty and unemployment. Unemployment due to ever improving technology has been another challenge that the country is facing. Strategic interventions are critical to ensuring that the poor start participating in the mainstream of the economy and being the connecting bridge amongst the first and second economic system. Limited or nonexistence of access towards economic possibilities, particularly by youth prevents households from moving out of the poverty web. In some cases, those amongst the unemployed youth have the skills and have undergone some form of training. The country’s economy could grow if these skills are utilized even on the temporary basis.

Through the implementation of change management, creation of employment and entrepreneurial opportunities for youth, especially in infrastructure delivery, the country could realize an enormous development, both in terms of reducing unemployment, eradicating poverty, meeting its service delivery targets and growing the economy. Youths need to be encouraged to pursue entrepreneurship as a form of employment for themselves and others.

1.3 Overall Research Question

Since its establishment from its initial days, Thulamela Municipality has remained overwhelmed with continuous allegations as of incompetence, squabbles for positions, and as far as allegations of corruption as well as nepotism associated with water corruption. To further compound these claims, a condemning report has been received from the community of Malamulele regarding poor service delivery rendering by the municipality. During 2015, an investigation by the Municipal Demarcation Board and the MEC of Limpopo Local Government concluded by the closing of Thulamela Local Municipality which has furthermore heightened a rise in suspicion of municipal dishonesty claims.

This study therefore seeks to investigate the impact caused by change management, the strategic change management practices adopted to successfully assist the Local Government in conducting a thorough investigation as well as the challenges that they have encountered in the change management implementation process and how they were able to overcome.
Considering those issues, the questions of which this research tries to resolve, are listed below:

- Does service delivery within the Thulamela Local Municipality meet up to expected standards based on changes implemented inside the municipality?
- Can the shortage of effective and efficient service delivery within the local municipality be as a result of poor change management?
- What is the impact of change management at the municipality?
- What influences the practice of change management in service delivery?
- How can basic service delivery be provided and how can the negative impacts of change management be resolved to address service delivery problems?

1.4 Research Objectives

An overall research objective is used to measure the level that change management is attributable towards service delivery within the Local Economic Development Strategies applied by the Thulamela Local Area Based Management Program.

The researcher intends to achieve the following objectives:

- To establish if the changes implemented by the Thulamela Local Municipality met up with the expected standards of service delivery.
- To investigate if the shortage of effective and efficient service is due to the effects of poor change management.
- To determine the impact of change management at the municipality.
- To determine how adopted practices influence the impact of change management on the implementation of service delivery thereof.
- To establish the negative impact of change management and recommend methods and ways of implementing a positive solutions to the service delivery problems.

Effective corporations reply wisely to issues that influence transformation. Monetary climates, governmental traits, adjustment in customer demands, organizational strategy, occupation stages and economic possessions, a lot of these factors are continuously active to ensure that businesses adhering to the current systems will eventually not succeed. However, change is a vibrant and frightening experience – this study looks at and addresses the way to accomplish it, undoubtedly so that workers apply their skills and realise their tremendous dreams through passionate execution (Aliber, M., P. Matsika, and J. Quan, 2006).

The goal of the change management process is to make sure that consistent techniques and strategies are applied for a well-organized and quick supervision of all variables in planning direction to limit the effect of change-related occurrences upon providing excellent services, and therefore increase the daily operations of the organization.

1.5 Significance of the Study

A primary aim of this study exists by measuring the influence of change management by means of increasing the wide variety of jobs created within the local communities during implementation of change management and quality service delivery projects. It also focuses on the adoption of alternative implementation models, which enhance job creation opportunities while ensuring greater participation of local communities.
The main aim focuses on how to assess ways and methods currently in place at the Thulamela Local Municipality in creating Local Economic Development through quality change management and service transfer.

The study have helped the directors of Thulamela Local Municipalities by means of imparting precious statistics to assist them in replying properly on change management practices as well as service delivery improvement inside the municipality. The study must, additionally, contribute to the understanding as well as ways of increasing performance and success within the change management projects and must in addition increase the literature on components of governance within the area of Operations Management.

1.6 Scope, Limitation and Delimitation of the study

This study is restricted towards Thulamela Local Municipality and is targeted at the impact of change management as an asset to a visible absence of quality service distribution within the municipality in the years of 2014/15 as well as 2016 - 2018 respectively. However, the research was affected by the lack of assistance from the office representatives of the Local Municipality by means of providing applicable information as well as sharing valuable statistics for the integration of the student. The study also focuses on a few delicate problems of dishonesty, in which a number of respondents became reluctant to disclose to the researcher such information.

In overcoming such envisioned challenges, the student assured participants of their secure privacy as well as in seminars entirely directed at spelling out the motive of the study. When required, the student provided documentation confirming the institution of the researcher assuring the participants of the authenticity and value of the research.

Limitations: there was limited time due to time constraints owing to the duration of the semesters, an ethnographic study would be best. Had the researcher been in the institution, then the organisational lifestyle and internal communication may have been discovered for the duration of the observations. Furthermore, the study continues to help the Thulamela Local Municipality in embracing the change management in service delivery practices. The Municipality is able to overcome the environmental changes aligned both internally and externally as well as being able to handle challenges caused by change management.

The study encourages building theory in some areas of change management and service delivery by stimulating factors applied in the literature review to be adapted at the Thulamela Local Municipality in assisting the implementation of change management which will help to sustain and maintain the production of quality service delivery.

Delimitations: the researcher chose not to look at multiple groups, although such differences may be appreciated, with a view to sanction extra intensity of know-how regarding the organisation being specialised in. The study is of great significance to the community members of Thulamela Local Municipality by indulging the dynamics of managing change and regulating it. Since change does not just happen, it needs to be proactively and purposefully planned as a way of keeping the organization viable and current.

This research was only delimited in the Thulamela Local Municipality and concentrated towards the impact of change management within the local government of which we are holding accountable to the failure to provide an evident delivery of quality service within the municipality between 2014/15/16 and 2017/8 years respectively.
Simultaneously the investigator wanted to determine if there were some active processes used in resolving the situation and as a result, that resourcefulness yielded very constructive results of which contributed to the development of a well-organized and operational distribution of quality services. However, the research was hampered through a general trend of which appointments were frequently not accepted for interviews. Furthermore, when issues relating to corruption were mentioned, the researcher observed a general feeling of discomfort at making any substantial and persuasive responses.

To overcome the problem the researcher rescheduled meetings and phoned the relevant office before turning up for the interview. Therefore, the respondents were assured of confidentiality, combined with providing proof of the genuineness of the study in the form of covering letters from the institution (see Annexure A & B). In conclusion, the respondents were assured that they would be allowed a right of use on completion of the study report.

The project demonstrates that there is a significant relationship between unemployment and poverty. Almost 58% of the population in Thulamela is unemployed; therefore the rate of poverty is very high in Thulamela. Almost a quarter of the population is comprised of elderly people who are no longer economically active and they live by subsistence agriculture for survival.

1.7 Ethical Considerations

The researcher acquired the permission from the respondents before collecting information. In the research document, the privacy and self-respect of the respondents was guaranteed. None of the participants nor organisations in the study were coerced and the contributors were allowed to access the concluded results. The researcher sought the knowledgeable approval of all respondents. It was explained to the individuals that their participation was voluntary and that they were allowed to withdraw their contribution at any stage during the investigation process.

1.8 Definition of ideas

The researcher had a duty to outline entirely, the principles that were material to the area of study. Describing the main ideas of the research was for substantially informing the reader to what methods the study outlined the concepts (Auriacombe, 2006: 20).

- Supervision

In agreement with Robbins (1984: 15), who describes supervision as a combination of both science and art; an operative supervisor can be seen as an expert who usually carries out their assignment through technical detachment. The preparation of supervision is a skill, from the time when a virtuous supervisor requires imaginative and prescient understanding of the concept of supervision and proper verbal exchange abilities. During the study, supervision is defined as a set of individuals who have a right in decision making aimed at improving the organization as a whole and that of community projects. They manage the means to convey knowledge, with the aim of properly implementing all the plans to be accomplished by the institution.
• **Management Style**

Management style refers to the methods and strategies of imparting a positive course of action, executing strategies as well as encouraging societies. Listed here are some various categories of management style that includes: approval, independent, tolerant and laissez-faire. According to the research, a respectable leader must follow the entire management patterns to ensuring success and sustainability within the municipal community development plans.

• **Service Delivery**

Service delivery objectives are overall necessities for a municipal community’s development by means of current or modern-day technology instead of what is often witnessed whereby officials are involved in corruption and favouritism which prejudices the future generation’s talents in fulfilling their potential.

• **Municipal Public**

Poor communal areas are best described as a geographical location, concerning common welfares and necessities or in relations to disadvantaged situation due to low economic activities. Inherently, the perception is of the conventional African village, otherwise the urban shantytown or unlawful residential homes (De Beer and Swanepoel, 1998: 16). According to the study, public communal is referred to a number of individuals who belong to a certain area who also perform a certain role within the community with the aim of fulfilling their social responsibilities in a manner that will assist the root of the community within their capabilities.

• **Poverty**

Poverty is a deficiency that is linked to the lack of hope as well as the possibilities of living an acceptable standard within the societies, and which constantly deprives the necessities for a continued existence such as shelter, nutritional food, clothing, hospital treatment, employment and training (Deng, 1998: 100).

• **Leader**

As written by Kroon (1995: 8), a leader is someone who is suited to lead and creates a good working environment for employees, by being able to interact and work with other people and provide co-workers with both the chance and encouragement to do well regardless of the limitations of the available facilities. Based on the study, a leader refers to any individual employed within the municipal improvement tasks as well as the ability to adopt the characteristics of making plans, consolidating, monitoring, making provisions and leading such workers towards the veracious path.

1.9 **Outline of the Study**

This section outlines the summaries of the study chapters.
1.9.1 Chapter one: Introduction and General Overview

In chapter one, the researcher makes an effort to deliver an intense summary in relation to the impact of change management and service delivery to the municipality, which includes declaration of the problem, overall research questions plus targets, concepts definition and importance of the study amongst others.

1.9.2 Chapter two: Literature Review

Chapter two provides analysis concerning different impacts on change management strategies concepts and quality on service delivery. Its main purpose is to match and complement the different author’s opinions on the effect of change management on service delivery within the Local Government, connecting the overall study to conclusions drawn, underlining all the problems and summarize the main problem that the study is attempting to contribute to. There are two philosophies used to simplify management change, which are discussed in this study.

Numerous literature was studied to discover academic writings concerning the governance philosophy behind the study. In striving to set a hypothetical background of the issues of service delivery challenges within the home-grown authorities’ in the Republic of South Africa, so that they may be evaluated then interpreted.

An effective method in overcoming the difficulty of service delivery is through the involvement and empowerment of locals and nationals. Local governments must take full accountability for the development of their communities and the goals they wish to achieve. A project regarding distributed interventions as well as facilities aimed at revealing local circumstances, community systems, and traditional customs and belief is being pursued. The Local Government must be capable of paying attention as well as encouraging the welfare of underprivileged individuals. The underprivileged individuals are described as the leading performers within the combat of opposition to deficiency. They should remain at the forefront of change management practices, such as planning, implementing and observing antipoverty strategies while delivering quality services.

1.9.3 Chapter three: Research Methodology

Chapter three represents all techniques, methods and approaches, which the researcher used to collect data in order to achieve the intended results. Research methodology is an orderly way of solving the research problem. It guides and offers direction to be followed in order for the researcher to obtain solutions to the matters, which are of concern (Kothari, 2004).

An applicable study strategy as well as ways and means of conducting the research are described in this section. It also presents the study method that summaries the techniques employed by the researcher to collect detailed information concerning the perception behind the study. The study strategies used during the research were defined their selections were later vindicated. Furthermore, explanations concerning the selected studies pattern, objective residents, random sample methods, information gathering techniques and processes in addition to the limitation as well as delimitation of the study are given in detail.

The student chose to employ a mixed methods approach (quantitative and qualitative) that involved, “approaches derived from qualitative and quantitative techniques as applied to this distinct assignment”. With the aid of this methodology the student was free to increase the scope
of the assignment. Additionally, the most important asset of diverse technique strategies is that these permit the study to be as diverse methodically as well as being as imaginative as possible. The application of the techniques turned into a sequential process which subsequently agrees with Morse (2003:199). Within this chronologically diversified study, the technique of which hypothetically an initial assignment is typically performed first, using the secondary research technique intended to bring a solution to the matters and concerns discovered in the primary observation.

1.9.4 Chapter four: Data Analysis

The gathered data were analysed utilizing available technological methods like Microsoft Office Excel, in the case of numerical or statistical data. This allowed for easy interpretation of the data, which was used to draw conclusions in Chapter Five. A comprehensive progression that included an analysis to each answer within the feedback form as well as those based on consultations to standardize in addition to summarising them according to a complete document.

Included in this section, is a quantifiable and qualitative investigation of the study outcomes, allows the research solutions to be revealed. The objects of study are combined into three groups; specifically, the public, and the municipal officials within the Thulamela Local Municipality as well as the local business community. The response from the general public, by means of the survey, were in the form of qualitative and quantitative analysis, even though the data from municipal officials and business people were subjected to qualitative analyses, and then triangulated to display a high degree of validity, consistency and reliability.

The data that was obtained from the field was in raw form, hence difficult to interpret. The researcher summarized the data, putting it into categories, coded it and entered it into a computer, to enable sense to be made of the data. Editing was done in order to rectify errors that may affect results. Content examination was used to analyse the data; content analysis systematically describes the form or content of printed or articulated material. An ordering system was established to record the information which helped in understanding the results and the frequency with which a symbol or knowledge appeared. The frequency was then interpreted as a measure of prominence giving attention to emphasis (Mugenda O. and Mugenda A., 2003).

1.9.5 Chapter five: Conclusion and Recommendations

Primarily constructed from an examination carried out as well as the information gathered and examined, the investigator produced complete results and prepared justifications in this section.

This section shows and summarises the investigated results proceeding the change management practices adopted by the Thulamela Local Municipality and the impact that the change management practices have had on service delivery. It also highlighted the conclusions drawn and the recommendations of the study highlighting the effects of the philosophy, methodology and managerial practice, research limits as well as suggested scope for additional study.

Diverse models concerning strategic change management were used to help the municipality to realize change. The management formulated methods for transforming the municipality into a more innovative and successful organization and above all they acknowledged the human side of change and installed effective communication to enable them reach out to all their community members.
1.10 Conclusion

The responsibility of each municipality is to make sure of the delivery of fundamental facilities towards the communal they work for as well as to be reasonably accountable for the approach wherein it performs the aforementioned responsibilities as per requirement of the Charter of the South African Republic. The continuous underperformance by the Thulamela Local Municipality, coupled with uneven distribution of services within the region demonstrate the level at which dishonesty and poor administration caused by change management might be attributed to such failure and whether any effort should be taken to overcome the problems experienced.

In order to achieve the overall objectives impacting change management, it is of significance that an organisation embarking on a journey of building emphasis of innovative change regarding the manner in which expected quality services should be provided towards the intended community members. This can easily be achieved through community involvement, public awareness, social training and organizing open forums within the community. Even though most organizations take up change management with an aim of 90% accomplishment, many programs end up failing due to the deficiency of constant management accountability and governance, impractical scope, belief and resistance to change.
CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

An organisation’s change management team remain ultimately responsible for making sure the impacted stakeholders do what they are intended to do in the transformed organization. A common mistake, however, is viewing a handful of change management resources as the only messengers for a project. Change management personnel should be influential in constructing the plan and the messages, but they should not be the only proprietors of the program. The real challenge as a change management professional is to influence regional, functional, and business-line leaders to sign up for the challenge, and finally to get involved with all intended community members by highlighting some definite opportunities amongst them.

During service delivery transformation, program leaders often believe change management is only about one or two things. For instance, someone might think it’s all about having a clear vision, another might believe it’s about allowing people to be aware of how it will influence their jobs, and yet someone else will think it boils down to training. The truth is that it is much more complicated than that. Mouton (2009: 87) mentioned that effective change management involves all of those things and much more. The most common impact in change management is beginning the journey with a strategy, followed by a plan, and then tactics, execution, and measurement. That is the traditional linear, waterfall approach, which has proven to be fairly ineffective for one key reason: the measurement conversation should never wait all the way until the plan goes live. It should actually come before strategy development.

The deficiency of service delivery is an indication of bottomless fundamental issues and experiments that plague the public sector in South Africa. Section 152 (1) (a) within the South African Republic Constitution of 1996, visibly indicates the Local Government’s main objectives in making sure that ‘a quality service delivery towards the public is done in a viable manner’. The effective operation and existence of the municipality turns out to be questionable when it becomes unable to execute this obligation. This literature review may possibly bring an understanding of service delivery issues most likely threatening municipal institutions within the South African Republic. These works supported by the governance concept supplied an academic background to the research.

This literature review tries to outline governance within the framework of the South African local municipality and for that, represents virtuous authority and also differentiates these from components of corrupt authority. This was equally adopted by influential academic authors within the associated field of research. The literature review is determined to bring to light the matters associated with that of immoral activities, dishonesty, fraud as well as discrimination within the midst of others, which are considered a demonstration of immoral authority and maladministration within the municipal region. Fourie (2009b: 7) mentions that dishonesty may be viewed as the direct contrast of moral authority and it may be a result of fragile authority. Sindane (2009b: 12) declares that recently it has been globally accredited that immoral management encompasses a direct association in the progression of the country and is most likely all encompassing, whether it be governmental, financial or human growth.
In conclusion, matters concerning moral authority, problems with responsibility, values and reasonable manner, awareness, good organization and success, justice and reliance were carried out and thoroughly analysed. The literature review’s drive to illustrate by what method these problems were of importance to certifying moral authority were as per Kanyane (2009: 9) “…quality service provision will be accomplished when the official governance problems, for instance, responsibility, managerial capability as well as in-house operations are fine, reorganized and restructured. It ought to be borne in thought that municipal service delivery is delivered satisfactorily if the governance structures in use remain quick to respond to the requirements of the societies”.

Another writer Mouton (2009: 87) describes the overall examination of writings, by means of evaluation of an obtainable learning or existing form of information; as it assists the researcher to ascertain just how alternative researchers have examined the study matters of which they are involved in. In the literature review, the student desired to be educated by former researchers; on what methods one should speculate and abstract on the problems encountered and what they have discovered through empirical observation as well as which equipment they applied and to what influence.

This section entails numerous considerations by various researchers, books, journals, newspapers and government booklets. The academic investigation performed and the conclusions that have been reached within this section lead the current knowledge being expanded and develop future studies. The section looks at the matters, which communicate to the impact of change organisation styles on service delivery as influenced by community development projects.

2.2 Impact of Change Management and Styles

The objective of the change management practice is to make sure that consistent techniques and processes are utilized for effective as well as the prompt managing of entire changes, in order to reduce the effect of transformation-interrelated events upon service excellence, and as a result improve the daily organizational processes. Executives must fulfil various roles within an organization and the manner in which they handle certain circumstances will be determined by their managerial style. A management style is a comprehensive way of governance performed by managers (Kotter, 1990, 1995, 1996; Beer et al., 1990; Li, 2005; Kaplan and Norton, 2007).

Managers can adopt various management styles based on the nature of the corporate industry, the type of the assignment, the surroundings of the employees and the behavioural leadership skills. Executives are required to apply a variety of management methods, which must be appropriately practiced (Diefenbach 2006).

2.2.1 Self-governing Leadership

Self-governing leaders are in favour of societies, and are focused on social associations and teamwork. Self-governing control leads to a higher production and employment performance. Such type of leadership is planned in developing an operational exertion of team participants. A manager urges team participants bearing the accountability of setting up the objectives, implementing rules and resolving issues. A self-governing leader delegates power to the rest of the team in encouraging contribution and depends on the skilful and related effects to encourage the participants (Draft, 2000: 507). Based on the study, a self-governing leader should definitely assist in terms of delivering a quality service as community development projects at Thulamela Local Municipality.
2.2.2 Authorization Leadership

Agreeing with Morrison (1993: 97), the dictatorial manager is stated as obstructive, controlling or ruling. This is the manager who is in charge of all information and masters decision-making. The importance of the workers remains as arranged within the assignment or the objectives; hence, individuals are counted second best or not even in the slightest counted. Contribution within the team is either needed or measured within the project framework. The leader determines what is it to be completely considered, by what means it is going to remain executed and who has a duty to perform it. This style of leadership has a tendency to encourage hatred, antagonistic behaviour and to reduce creativity. According to the research, a key consideration is in the valuation of the pros and cons of applying change organisation type of headship.

2.2.3 Protective Management Style

A further protective method is likely to be fundamentally overbearing, though, the results are likely to stand in favour of the organisation’s workers rather than that of the business. The perfect illustration of this would be that of the character by the name of David Brent leading the corporate within the fictional television show. The manager clarifies resolutions to the workers and guarantees the fact that common understanding and essential freedoms remain constantly encountered. This might assist in reducing the lack of high employee morale, which results from a dictatorial supervision. Response is yet again commonly downhill; nonetheless, response to the supervision should emerge which will assist the workers to stay cheerful. This type of leadership can be extremely beneficial, as well as producing faithfulness amongst the organisational workers, as opposed to a lower employment reward (Swansburg and Swansburg, 1999: 465). This style with its comparable drawbacks to an endorsement style, workers are likely to become extremely reliable to the leader, and if the incorrect choices are implemented, the workers in general might turn out to be disappointed by the leader.

2.2.4 Independent Management Style

As an independent management style, the executive permits all workers to take action in decision-making; however, the majority approves the final outcomes. Both guidelines have a wide range of communications (starting from the subordinates to the managers and vice-versa). This type of style may be predominantly beneficial while difficult decisions require solutions that entail a variety of expert skills: for example, as soon as innovative equipment for reporting data requires the direction of top administration who are must be conversant with the technology. By engaging workers to participate in decision making, it will allow them a voice for collective industry opinion, which will result in better work fulfilment as well as improved standard of work. Nonetheless, the ability to reach a resolution becomes severely diminished since the need for a collective agreement is required while making the best resolution for the organisation (Swansburg and Swansburg, 1999: 465).

2.2.5 Unrestrictive Management Style

In an unrestrictive organisation style, the manager’s biggest role is marginal and staff conducts their responsibilities in their respective departments of the organisation, the manager consequently avoids the responsibilities of executives while clumsy allocation takes place (Shonhiwa, 2006: 29). The communication style of this type is flat, distinguishing its guidelines as mutually comparable, nonetheless; very slight communication transpires in relation to additional types. This type of style conveys the greatest in terms of exceedingly skilled and
innovative sets of workers; though, in most circumstances, the aforementioned remain not considered which results in poor management outcome. This causes a non-existence of staff attentiveness and common sense, which can cause considerable dissatisfaction, and a poor reflection of the company.

2.2.6 Counselling Leadership Form

Counselling leadership form is a mixture of a self-governing style as well as a dictatorial management style. The leaders engage with their staff and question them about their views and opinions, however the managers will ultimately decide on the decisive outcome. Advice-giving managers tend to involve the other team members concerning the decision making processes, in terms of resolving issues, group morale, maintains authority for conclusive resolutions (Shonhiwa, 2006: 30). They invest their attention in the most significant matters that produce adequate acknowledgement, represents them but again retains refusal rights and totally considers other alternatives once resolutions have been concluded.

2.2.7 Afrocentric Leadership Form

Afrocentric Leadership Form as agreed by other writers suggests the executives as inclusive of workers who are informal as opposed to a Eurocentric Leadership Style. This is due to the association of the majority of people in African fixed standards. They either form a part of the atomic or else comprehensive household or a similar ritual objective term. Afrocentric aims seem essentially to concern the actions of the management. By tradition, nothing existed in black and white, and other people’s opinions remained lawfully mandatory. Most advantage for Afrocentric Leadership Style states to advocate strength of mind, persuaded with an anxiety including that disliked by a society from which others fit well. Municipal growth plan executives are required to be mindful of the evolving background as well as consistently familiarise with everyone’s feedback. There is an ancient phrase within the African languages of Nguni foundation, which is interpreted as “share with family members what you have trapped while shooting, since a commoner may easily lose the ability to remember”. Eurocentric managers named this as prejudice; however, the African culture promotes such exercise (Shonhiwa, 2006: 33).

2.2.8 Eurocentric Management Style

Eurocentric Managerial Style refers to factors of which are determined by mandatory performance. This limitation seems to be expressed in terms of orientation, provision agreement or employment description, however, the whole thing makes available a list of guiding principles on what is anticipated from an individual’s contract. The manager needs to be aware and in contact with people who directly report to them. On the other hand, the workers should be clearly aware and in contact with the person in charge. These outlines the virtuous connection between both parties involved as well as the mutual commitment guidelines (Shonhiwa, 2006: 32).

Eurocentric Leadership Style usually defines organisations as an official, well-organized self-reliant entity. Classified construction should be mandatory; as it reflects the guided instruction of expert witnesses, influence and accountability. The organisation also makes sure that communication is directed to the precise destinations, missing the ones it is not intended (Shonhiwa, 2006: 31). Though, the demands of the commercial sphere in this day and age have directed to the commencement of a broadcasting set-up, which suggests to a single individual might require to be accountable to more than a single manager. Within municipal growth
developments, the straight communication link points to the organisational managers, who authorise absenteeism permission as well as further occupational policies. The resolving of issues has extended to innovative ideas that support municipal development. The managers should have the ability to identify the real issues as well as avoid incorrect documents from irrelevant matters. Arguments during management changes, referred to as the mandate, whose main focus is practically within the entire public regarding service delivery.

2.3 Influence of Management Change in Service Delivery

2.3.1 Managing

Management pertains to a procedure to complete a task as well as the period taken in accomplishing the goal (Kroon 1995: 3). Leaders fulfil a major function while making sure the municipal growth initiatives are maintainable. The fundamental differentiation of supervision is to achieve detailed goals, then again accomplishing those goals and done with the hard work of certain individuals. Leaders are anticipated to have the ability, understanding and experience, which enable horizontal and well-organized processes. In addition, managers are also expected and obliged to supervise their staff and their duties, as a way of guaranteeing the accomplishment and viability of their business within the midst of growing multifaceted tools, trade and industry, traditional and cost-effective growth. Garcia-Zamor (1985: 6–7) outlines the subsequent five predominant goals pertaining to participative formation and administration; entirely assisting in ensuring the achievement of quality service delivery.

- It encourages better recognition in presentation standards, because recipients remain passionately engaged.
- It stimulates assimilation and wellbeing of the local municipality including those within the growth development objectives.
- The accuracy of information relating to the service(s) delivered is increased.
- It provides remarkable and excellent results.
- It assists in understanding as well as accepting the difficulties and a loss of compassion plus actual accountability of local citizens’ approaches, interests, necessities, challenges and opinion and consequently, decreases the sense of uncertainty on the part of beneficiaries. Additionally, it decreases conflict and leads to a growth within the quantity of developments appropriate to a certain local municipality.

Top management and leaders set the cultural tone, thus the successful ways to offer quality services requires a full engagement from them. Managers can be viewed as the role models in terms of the manner in which they communicate with others and through actions, even though whatever they perform is regarded to be far more essential as compared to whatever they may talk about. The culture tone is further set by them, as well as on how they implement their incentives and retribution. Once unlawful activity is revealed, the lawbreaker faces the repercussions of wrongdoing and that is printed out, as well as by ensuring that every organizational member is fully aware of the actual outcome (Fox and Van Rooyen, 2004: 79). Smit and Cronje (2007: 9), describe management as the method of designing, establishing, managing and directing the assets of the business in order to determine the specified organizational objectives as fruitful as imaginable. The project manager’s particular style of management performs a vital role in the existence of the municipal growth developments. Managers are required to retain ability, understanding and capabilities that expedite effective and well-organized manoeuvres.
Supervising societies within the municipal growth developments obliges the person, or the group of people, to retain their expertise instead or with the exclusion of creating opportunities, evaluating, observing and calculating productivity. Chambers (1983: 139) asserts that management pays more attention on how to do disbursements of the finances, carrying out tasks timeously, supporting development and presentation. Development leaders are in charge of organising, distributing as well as making use of accessible assets in such a manner that it accomplishes the goals of the business successfully and professionally. These types of assets include amongst others, human, economic and physical contributions. The project manager’s duties may be evaluated in terms of their interactions with the in-house and external job surroundings (Wissink, 1992: 18).

The in-house job surroundings consist of such individuals, characters and associations of which some might have a certain level of mechanism, i.e. the ability to take action based on the employee’s financial plan, allocation of expert witnesses and movement of information. The outside settings comprise of performers, organisations, and assets of which only the leaders may have faith in influencing. Municipal growth development should employ, provide training and inspire personnel as with any other organisation.

In order to ensure a reliable flow of resources as a way and means to sustain the operations, tasks should be assigned by the management to growth developments; they should observe performance by rewarding what is satisfactory as well as diminishing what is unsatisfactory and it should frequently take on strategies and manoeuvres in order to handle the change within the environment in cooperation with in-house and outdoor. An administration signifies authority, control, influence as well as an adequate accountability (Shonhiwa 2006: 20). This one is less or more within the mark of which certain employment regulation analyses leaders by being individuals with power and ability towards appointing, compensate as well as dismiss workers of a subordinate station.

### 2.3.2 Planning

Every leader should be involved in designing and objective settings, a certain number of individuals plan casually whereas others plan formally in terms of keeping records of their strategies and goals. A key strategy objective is in enabling the determination of accomplishment, mission and purposes of an organization’s planning (Smit and Cronje, 2007: 113). Preparation is thus focused on defining the prospective conditions as well as recognizing the methods required to comprehend such a plan. Proper preparation is needed to formulate a complete foundation for additional administration purposes, by guiding an organization’s accomplishments (Smit and Cronje1992: 91). The preparation benefits as revised by the author are listed below.

- Preparation encourages teamwork in an organization amongst several subdivisions and entities. The clear formulation of objectives and preparations of sustainable plans allows for the allocation of tasks and resources leading to the overall effective contributions and the achievements of objectives by the involved parties.
- Preparation also develops a path within an organization, which assists in articulating the goals and forms strategies that will point out on how to accomplish those ideas.
The objectives of pursuing income within the municipal growth developments is to understand a beyond-ordinary reoccurrence for the task teams, as well as to please interested parties. Those interested parties consist of clientele, sellers, the communal and the management. The objective of each strategy prepared by a manager within communal developments task is thus to enable the accomplishment of this determination. Supervisors must ensure that the strategies that they communicate are operative. Developing a pure awareness of what type of task is to be attained is important if you are to guarantee the fact that the situation might accomplish some degree of observed significance. A good and intelligent manager who executes the plans well can achieve this. Agreeing with Smit and Cronje (1992: 88), preparation is always intended at defining upcoming conditions and ascertaining the methods required to achieve such plan.

2.3.3 Developing

A developing refers to the categorising, combining and assigning of tasks to organizations and employees in an organized manner so that employees target at accomplishing those goals (Cloete 1991: 112). Organizing is described as an essential purpose within the organizational development. Strategies developed and plans communicated will certainly not turn into a certainty if human and other resources are not effectively installed and the related actions properly synchronized. Authors Smit and Cronje (2007: 188–189), mention organizing motives, as being vital within every association as well as organization. Listed below is the organizing advantages.

- Organizing indicates that the employees in charge are required to be able to interpret the results, whether constructive or destructive, as well as for that part of the work which is directly in their sphere of operation. The results of the actions of an individual section, subdivision or corporate unit are directly linked to related employees’ accountability.
- The overall amount of work that each group or individuals should complete is separated into activities.
- The employees interrelated responsibilities and accomplishments are gathered into one purpose in specific units, subdivisions or corporate divisions to enable specialists within different fields to focus on their expertise.
- To ensure effective and successful communication, a strong communication network must be recognised and the entire data needed by superiors as well as staff within the entire organizational ranks.

Budget reallocation may be used to rearrange internal resources from a single region to another. Once those assets are unavailable, management may find it challenging to work effectively, however whenever circumstances transpire, the management with the help from the community stakeholders should source them without ending. A conclusion will assist in bringing together extra resources, management might be compelled to recuperate the objectives in order to suit them within existing assets as well as fulfilling the request to develop change within the municipal growth.

2.3.4 Leading

Bennis (1989: 1), described leading as an intricate procedure of which one individual encourages another individual to achieve an assignment, duties or goals and guides the association in a manner that allows them to be more consistent and logical. Reh (2002: 1) disputed that being a leader does not require an individual to be a conjurer. It does not reflect as a skill that certain individuals possess whilst others do not have. It is not about sitting behind
instructing other individuals what should be done. Moreover, not demeaning nor patronising those individuals who do precisely what you have instructed. It is again vital to take into consideration the fact that naturally leadership can remain conventional or unconventional.

A selected individual in control should perform conventional leadership, whereas a member of the team, while persuading others to complete the task within a particular division can also practise unconventional leadership. The individual controlling the division should exercise authentic influence. Meaning, the person thus has a conventional ability to manage, does not necessarily mean that they also have acquired skills to manage (Booyens, 1998: 15).

Leadership encompasses captivating the way by closing the loopholes amongst developing strategies while achieving goals, meaning, or/and converting ideas into realism. The manager should perform a significant part in fulfilling and reassuring groups to head up to the veracious route. Official control occurs once the leader manages by applying conventional power. According to Kroon (1995: 354 –355), there are five possible bases of influence within the leader:

- Power above authority;
- Controller in excess of incentives;
- Controller in excess of retribution;
- Individual physical characteristics; and
- Knowledge.

Power states the fact that leaders have rights to take action. Leaders instruct juniors that in order for them to be able to accept instructions there are several steps to follow in order for them to be able to perform such instructions. Ward (2002: 3) mentioned that an excellence in leadership is described by six key elements. Those key elements are as follows.

- Attention - operational leaders remain attentive of the results they hope to achieve and do not turn out to be too attached to the similar process applied to achieve them; always explore new methods and ideas.
- Faithfulness - they fascinate supporters, as well as managers who are regarded as being extremely determined and very unpleasant working for; a leader who is open enough to his/her followers creates an easy path for them to adjust.
- Audacity - the main issues that leaders are faced with are vast and an unlimited bravery is required to overcome them. Others are constantly challenging leaders: and by their own group, clients, the community or additional shareholders. Facing criticism firmly as well as taking the audacity to acknowledge if they are in the wrong are the characteristics of courageous leaders.
- Responsiveness - operative leaders are able to pay attention thoughtfully and as a result, reasoning the input from others. In doing so, they encourage harmony structure, and construct solid groups.
- Timing - the only utmost dangerous aspect is knowing when and when not to take precarious conclusions. There is a period to be attentive, genuine, brave and compassionate, but then again, the wrong technique of acute conclusions can lead to the rendering of others hard work as valueless. A good leader’s interchange is through suitable speediness. Moreover, a leader is any person of whom persuades others, by way of encouraging them into act or persuading their intelligent or decision-making.
Our country and society need to have leaders who are able to control the influences of transformation, a person who is willing to serve the purpose of leaders within the progression of change management in municipal growth developments. The wonderful regulation that required practice is that the leadership style has to fit the particular condition. On the other hand, each leader as well has a normal stylishness that is not the same with others. There are tough as well as fragile leaders. Tough management are anticipated amongst managers within seminars as well as within the workplace, though fragile managers give a non-progress in the developments of projects (Van der Waldt and du Toit, 2003: 201).

2.3.5 Monitoring

A notion for monitoring change remains an excellent approach leading to the survival of community developments. Nowadays a change control needs to be associated through guidance within a firm course (Denzin and Lincoln, 2005: 50). Controller as a result are the response to change valuation and it is crucial to the entire development that comprises of organizing, establishing, execution and valuation.

Monitoring is a result of a vital measure of the knowledge practice and concludes the examination cycle. It is obvious that the community should participate in this task the same way and standard as in the rest of the development organization changes.

Control must be considered as a positive tool, that requires a continuous monitoring process used in contrasting deliberate outcomes by means of authentic outcomes. A leader is constantly evaluated on improvement of tasks during the controlling practices. Shonhiwa (2006: 25) recommended that leaders should pose the queries below while practicing the control.

- Do workers or staff continue to comprehend the objectives and upkeep them?
- Are the same unexpected measures that influence a change of emphasis and financial plan?
- Are the change practices in line with economical as stated in the beginning?
- Are there an element of change practices that require an alteration?
- Are the resources applied with the intended manner?
- At this phase, is rapidity recital in line with qualified evaluations?

Constant control is dependent on a strategic recital display such as day-to-day results statistics, amount of sales in a week, total number of retailed merchandise, delivery charges and in service earnings for each period on fixed breaks.

Overall controller definition indicates the fact that the people’s actions may be influenced in the sequence of events and actions. Therefore, once a person gains power and authority over certain events, that person may encourage the sequence of actions. Meaning, a system may continue to operate normally as long as it remains controllable. On the other hand, once the system changes, everything turns out to be overpowering and all the issues ascending on or after such a condition become uncontrollable (Smit and Cronje, 1995: 426).

The controller’s objectives are to retain deviations of strategic actions and presentation stages to the minimum with the objective and aims of the research being completed with as limited challenges as imaginable. Change within the municipal growth developments may not happen
if the behaviour and actions performed by each individual within an organisation are not properly monitored. Organisations utilize control to generate and manage such instructions.

2.4 Poor Management Change Style leads to Bad Service Delivery

Once the change developments become unsuccessful, the persons to be held responsible initially are the executives as well as the managers who were supposed to win from such developments and in all likelihood going to be poverty stricken all over again. Unmaintainable change plans frequently affect disadvantaged societies and deficiency turns out to be prevalent within such communal societies. While explaining the impact of immoral supervision, Barbarin and Richer (2001: 210–211) shields the shortage of administration planning in change management as the main principal influence that leads to the failure of municipal growth developments.

However, managers with a positive plan approach create a good path while the approach of the immoral leader prevents such success. Swanepoel and De Beer (1996: 31 –32) have further listed some guiding principles to improve virtuous managing style:

- Do not consider yourself as a remarkable human being that is surviving to protect the world. Your duty it is not to protect the world since that extraordinary power does not exist in you.
- Acquire a high opinion regarding people’s understanding and knowledge. Always be reminded that their knowledge nor intelligence are not grounded on the level of their education.
- Society members are human beings and their understanding and opinions should be respected, have and express sympathy to individuals who are impoverished, unfriendliness certainly does not go down well, however, kindness creates the ability to allow and cooperate with each personality.
- Consider your inner being to be social; a public’s helper as well as an advisor, always remain humble and associate with others, consider other individuals’ achievements.

Through such strategies in thoughts, the investigator may clinch that in order for someone to become a successful manager, a well-founded attitude is required. In addition; certainly the factual candidate’s drive to fulfil the management position is intended for the communal growth developments.

It is also vital taking into consideration that an immoral development leader may impose life cycle challenges on the underprivileged society since their dependant’s future turns out to be unknown. In contrast, the change applied within local economic development may be adversely impaired once the plans fail, and this would lead to residents consulting outside the country and spend their earnings somewhere else, which will result in the lack of transparency and financial movement as contained by the local societies.

2.5 Application of Change Management Processes

The application of change consists of 3 phases namely: developing, instigating and sustaining. Effective triangulation within such practice, however, requires supportive leaders as well as municipal authorities to make changes to their performances in a manner that is detailed or necessary. This, in turn, calls for leadership that is effective and that will be able to interpret ideas, comprehend the governmental values and principles of the businesses, and cautiously support the desired changes through currently perceived necessities in the business. The section...
that follows deliberates on the practice of change management, while applying literature towards Thulamela Local Municipality’s managers.

2.5.1 Managerial Transformation and its Administration Effects

Usually, managers are expected to provide support, structure or in contrast an innovative approach “in terms of a custom or else as a tedious selection” (Stubbart, 1989: 330). However, their approach is aimed at sensible motives constructed on specific goals. In addition, some may learn more regarding the certified causes for management change; to increase efficiency and reduce costs, in terms of increasing incomes and development, towards becoming extra competent in securing the existence of the organization. Even if the allegations that persist were to be true, most leaders possibly will in fact be certain of their statement then highly perform in order to overcome the difficulties declared by the outcomes. Even so, over and above certain allegations, there may stand motives and operators that are practically unidentified. Regardless of the entire reassurances coming from protagonists of current municipal supervision who impose the existing program to be exclusively on coherent planned replies plus “methodological” characteristics, government legislations suggest other alternatives. Planned change needs resourcefulness as management construction and execution depends more on power, control and encouragement (Diefenbach, 2006).

Walsh (1995) (related to Humphrey, 2005) developed an interest in the element “of which the power battle within an organization is always a challenge while carrying out as well as reconstructing an individual-centred structure within the significance of other individuals”. Supervisors concluded their opinions, each understanding on exactly how the society “is” as well as the management views on how to run the business in terms of attaining goals and objectives may clearly produce additional probabilities and opportunities. A community-constructed representative represents an organizational change through exchange discussion since the results influence relations and reign chaotic situations (Grant, 2005). “In the middle of the ranks”, the primary plan that determines a specific participant’s entry and exit is well ordered by power.

According to Fox and Van Rooyen (2004: 94 – 95), leaders are not completely permitted to their elections since they are always expected to remain results driven. However, managers should be perceived to have professional skills since their judgments are sensibly an allowed foundation. Therefore, several leaders similar to various individuals tend to be selfish and first consider their own welfare that benefit their personal state and activities as well as objectives towards their relatives and communal businesses. Such behaviour affect their own wellbeing and is not suitable for a public welfare, such as, reinforcing peoples characteristics, leader’s inspiration and roles (in association with and in contrast to former workers, junior positions or external shareholders). Considered transformation resourcefulness addresses the business line of approach, variation, as well as additional managerial problems deliver a first-rate chance on behalf of directors and central executives towards the program preparation, and to acquire their concluded philosophy through key planned purposes of the business, to reinforce each one’s personal characters and occupation, to retain, achieve or improve in-house power.

Management approaches and organizational transformation defined as “the current situation of which its focus and interest is within the great being of skilled workers and supervision” (McAuley et al., 2000); describe management change as resources of attaining controller within an organization change. According to individuals who have faith and belief of the controlling values and motivation, referred to as an authentic way of life, ‘the organization welfares’ in
terms of exactly how business is maintained, emphasizing the positions and own supervisor responsibility and their managerial functions. Innovative communal organization transformation creativity is an unusual mixture of management philosophy, individual and collective welfares.

2.5.2 Beginnings of Change and Strategic Management

According to Thompson (1967), the ideal model for planned administration is that the organizational transformation be directed by various goals. The organizational goals and attentiveness ladder are path crossing this enquiry. As a result, mostly it is anticipated that the initial goal and strength for an organizational plan determines to resolve particular corporate issues or experienced difficulties. Based on current concepts of handling transformation, the objectives set and goals have been exchanged by means of an idea and as an influencer of strategic transformation. The visualization of strategic change performs an essential character within a present transformational organization and as a theoretical establishment and motivating dynamism, constructing sense and impulse within the transformation stage.

In attendance stands the universal variance concerning increased transformation within the single and most important phase or fundamental difficulties at a certain level. The understanding of change is described in four simple terms. Once the basic terms are analysed and the acceptance of business transformation is implemented, the real-world contradiction experiment to the premeditated stability guess and preparation while the request for a planned transformation stays superflously normal as compared to the considered planning capability; an applied transformed approach is noted. The earlier the transformation phase is implemented and the speed increases, inconsistent planned developments will lessen and supervising intended transformation practices grow into, from the time when visualization, operation, and plans could not be transformed excessively and frequently creating the worthless intentional determinations. Certain motivation in terms of running or managing through an applied enigma while observing further using plans properly placed into the development concept.

Transformation could be assumed virtual as per rate of recurrence (in what way and methods the transformation transpires), as well as speed (is it insignificant, upgraded, skilful, or is officer far-fetched). The force possibly will be split up to confirm if the transformation is uninterrupted, essential, evolving, or it is not equal, innovative, or changes. Nevertheless, transformation would similarly exist to understand the relations towards the progression of success – by what method and consideration phase should the situation be and contribute to a continued existence and sustainability through constructing stages of comparative solidity.

2.5.3 Employees Resistance to Change

Nowadays individuals experience challenges while adjusting into transformation, any kind of transformation. The human nature and perception is described as the “solid first choice in sustaining steadiness and stability” (Brooks and Bate, 1994: 181). Individuals simply willing to modify transformation only when in cooperation of determined powers remain solid to a point whereby individuals to some extent do not perceive any possible resolution except the acceptance of transformation. Apparently, “there are many stimulating business settings” including a “visualization” of a “many commercial-resembling” institutions that are without a doubt unauthorized to persuade workers to modify their workstations and routines as a change implementation.
In addition, the society’s members are in fact more anxious on certain issues such as the “applied” creativities within the transformation margins, i.e. the manner of how transformation is presented, addressed and deliberated, noticing not only workers attendance but also consider their opinions and suggestions. Several individuals currently perceive that a business transformation should certainly not be considered as an income-making scheme or a good organization-refining technology. Certain principles and beliefs are remaining rather intensely inserted within the society’s values as well as individual’s approaches. All transformation creativity is required to consider the following: in place, belongs to the substantial frame of writings that pulls responsiveness in terms of struggles of changing managerial culture. On those surroundings, principles remain genuinely embedded in the fundamental customs, associations and beliefs, as it is not supposed to be over enforced (Parker and Bradley, 2000).

Additional individuals appear to be standing in opposition to such organizational developments, change and domineering management methodology into authority domination and mechanism (Diefenbach, 2006). However, various individuals possibly deny the pessimistic application as well as mismanagement of “impressing” concepts targeted self-benefits and the community welfare. Organizational workers determined to work with skilful leaders who are positive and open minded about business goals, not the leaders who are only concerned about their own career wellbeing and market price, business transformation creativities misperception, and at the end permanently destroys the business image with a mission to succeed. They make people believe that they are busy even when they are not. They are always vital for the existence and entity survival then intending to shift the focus into their personal professional as well as getting better-quality benefit and incentives that hugely influence the upswing within their business price while firming their occupation and safeguarding their annuity arrangement. As a result, such particular trends forces individuals to be perceived as if they are refusing to support the change implementation.

Kirkpatrick and Ackroyd (2000) refer to organizational management that opposes change and further destructive results are produced. At the end, this does not prevent the challenges experienced and instead it turns out to be the foundation of those problems.

2.5.4 Organization Change and its Impact towards Equality

The number of people within the society that are poorly affected by the implementation of government transformation as it causes the overall society to end up facing countless problems. Such confirmation recommends that the worldwide definition is shallow regarding organization transformation and remains insufficient in defining the variety of methodologies that were applied within the business (Dunphy and Stace, 1993). Generally, society members strive to control the importance of management transformation so that they plant an aspiration to develop managerial activities and that disassociates their personal activities from the business. Dawson (1996) continues to argue that the boundaries of implementing certain organizational change requires it to classify such transformation. Observation of welfares that are inconsistent and confrontation is one of the barricades towards accomplishment of the anticipated outcomes within the transformation requisition. Similar students (Tichy, 1983) accept and understand the leadership obstruction that is experienced once the business fails to reply to the extravagantly examined strategies, which cause the communication of poverty in terms of actions and conclusion.
Certain members still distinguish management transformation by means of a complete procedure that combines the analysis and implication of methods. Such interpretation at times may seem predominantly essential, as it outshines the communication characteristics, an argument concluded which the importance of understanding and the acceptance of actual effects as instinctively divided and designed amongst members by means of discussion and interaction. An effect to accept progression of change wisdom construction positively perceived and accepted (Weick, 1995) and “the community realm it is better agreed by performing applicant at the beginning of standpoint” (Hassard (1991: 277). Based on an experiential logic, the idea of business transformation indicates the change within management process through generous information interchange, reliance construction and change acceptance in terms of principles, choices and wellbeing.

Based on the establishment of a business transformation response, government remains challenged while implementing the business transformation and the comprehensive transformed rules is yet to examine the punishments. The organization manager’s job title contains a huge split as compared to the managing methodology as recommended by coherent-lined transformation.

2.5.5 Change Management and the Coherent-Line as an Understanding of Change

Coherent with the common dispute proceeding “environmental determinism” (Burns and Stalker, 1961), transformation within the business remains monitored through in-house transformation management within the reading as well as generated transformation including the conservational situation. The situations include aggressive forces, legislature, conservational also well-being policies, global financial challenges, main investors, management’s first choice, as well as industrial developments. Nonetheless, extensive governmental challenges require power instead of limited assets that develops the effective and out most influential causes of transformation. As a dependent to the circumstance, this significant phase remains important whilst building limitless connections.

The agreement of objectives, determined transformation and complete involvement, regardless of the reality that certain contributions might necessarily not produce comprehensive settlement with numerous characteristics based on the developed transformation, which is always perceived to be a necessity during the application of an operative business transformation. Such adopted standards that reproduce a ‘unanimity’ positioned structure that place emphasis on understanding the objectives of the business as well as all the initiatives and participations from concerned areas, through a realized accomplishment of the common purpose (Senior, 1997: 167). A determined cohesive necessity proven by means of an effective combined structure and transformed resourcefulness.

Nowadays the aforementioned has agreed with the fact that transformation as regards to a concrete response, including account savings or an upgraded building construction, remains easy in terms of managing its profit instead of transformation as regards to insubstantial results, of which includes the education. According to Nonaka and Takeuchi (1995), the techniques and measures used to control movements in terms of a transformed solid invention perceived to be flexible and easily adapted as compared to that of the concrete results. An organizational change develops relatively enormous dissimilarity as opposed to the means and ways in which managerial transformation is perceived amongst a supervisor who partakes the leader’s work title as well as engineers reproducing indirectly, virtual-balanced environment transformation.
The Engineers perceived the officers as being deeply and politically involved as well as disengaged on or after the actual transformation.

2.6 Constructed Model Influencing Organizational Change

It has been recommended by several scholars that constructed model as well as governmental examined communication recommend a wide-ranging possibility to indulge within the environment in addition to the complication of business change. Nevertheless, despite the fact that overall studies determine that there are more or less possible influences of addressing the established processes concept that encourage the variety of business transformation, which again demonstrates double interconnected failure. In terms of amalgamation or primary self-sufficiently, not a single person examined a solution offering a complete or incorporated dissertation of a transformation concept. The informal and ideal transformation, for this case is available, however, it has never been studied. Again, through the quality of the ideology, existing to identify the less importance of the interpretations and outcomes of an organizational scholarly report as well as an open interrogation on theoretical transformation to such investigations have been discouraged (Ford, 2008).

Referring to the extent of transformation as opposed in terms of dissertations, diverse and numerous steps handle the operational processes. The five stages that distinct consideration as related to the organizational change were simply detected, are the internal cerebral, the Meso, the Macro, the Meta and the Micro. Based on the internal cerebral standard, a dialogue tends to visibly influence the situation as a method of taking on the stories and exclaimed opinions of which people believe and articulate personally. Ford (2008) also discusses it as intellectual structures and representations. The examinations of theories on the micro level pay more attention to detail on the communication dialog amongst people within the community. Over and above people’s emphasis on the micro-level, community members are likely to think through such dialog at the meso-level in order to discover personal introspection. Currently, the extensive interaction mode drive to influence people’s actions and confidence within a restricted environment, for example, performers who every now and then prefer to network in a sectional division and towards the middle of a certain crowd.

Instruction setting theories are regarded to be accrual as well as putting together a combination of meso-level informal collaborations within the businesses. At this point, a collaboration referred to as discussions and writings merge in formulating a leading intelligent, official presentation and mutual community perceptions inside the business. Meta-level dissertations are referred to theories aiming to be recognized and accepted by an extensive societal position including the ones from the influential regions. For example, speech transformation may be either “increase or decrease the ordinary behaviours while discussion of or establishing an assured form of sensation” (Alvesson & Kärreman, 2000: 1133). All messages relayed from different organizational levels are connected to the other operational space level within the business. Such internal-communications suggest the significant ways in finding and studying detailed, micro-space theories relating to the transformed organizational change, as surrounded by joint discussion, which later put such theories within the framework of related macro-, meta-otherwise meso-dissertations.

2.6.1 Transformation Model in Three Stages

According to Lewin (1948), the three stages of change phase are introduced. The public expert highlights the actions as a dynamic stability of services operating towards divergent route.
Change within an organization affects dynamic powers that encourage workers to perform hard towards achieving positive results. Hence, the restrictive powers interrupt transformation since workers are forced to perform towards an opposed route. As a result, such powers should stand to be studied and with the assistance of Lewin’s 3-stage model, it may assist in shifting the motion of a planned transformation into a positive direction.

Lippitt, Watson, and Westley (1958) in agreeing with Lewin, the primary stage within the development of changing an organizational management performance while releasing the current position or existing policy is required. A municipal community uses the existing polices in order to balance the residents. Flexibility is essential as it relieves the worries of the overwhelmed society, which struggles to maintain community traditionalism. The application of such stages releases the business accomplishment awards. Foremost, by growing and implementing the strategic powers which avoids the activities interfering with the current and existing condition. In addition, it reduces the application of detaining power that heavily affects the motion of the present stability. Finally, the discovery of a perfect mixture of the two methods as initially recorded. According to Robbins (1984: 564-65), there are few actions, which may support releasing such steps: i.e. members are encouraged to get ready for a new and strategic transformation. A necessity for transformation is constructed by reliance and appreciation, in addition to actively contributing towards identifying difficult challenges and then coming up with a resolutions contained by a number of members (Lippitt, Watson and Westley 58-59).

The next stage pointed movement as the development of altering actions. According to this stage, there is a massive necessity of moving an objective method into an innovative stability space. There are certain measures that are able to provide support within the movement stages. Such stages include: encouraging workers to agree that the existing changes does not seem advantageous towards them and also influencing workers in perceiving such challenges in a diverse opinion, support for one another in the pursuit of a fresh, applicable material, and link the group workers’ opinions into a fine-valued, powerful leadership that will furthermore encourage the business transformation.

The last stage of Lewin’s perfect transformation is defined as refreezing. This stage required to own some sort of galaxy as soon as the transformation has been effected by assisting the current stage to remain constant. The aforementioned presented to have an extremely likely probability that transformation may be presented as ineffective and the workers may defer to their past behaviour on a condition that such stage failed to remain actively implemented. The situation referred to must be a mixed application of original ethics concerning the public morals and behaviours. An overall drive of refreezing is to improve the original stability subsequent to the commencement of a business transformation through mutual coordination while encouraging detaining powers. A single effort that can be taken into consideration while implementing Lewin’s final stage is to strengthen original structures and implement them over official and unofficial instruments containing technical guidelines. Consequently, such exemplary management demonstrates special power, which is sound and inspires more to inhibit transformation. Precisely, the dynamic powers encourage transformation whereas detaining powers act in contrast to the business transformation. Robbins (1984: 564-65), therefore agrees that transformation determines to transpire once the collective power of a single influence is higher as compared to the mutual ability of the divergent traditional powers.
2.6.2 Implementation Model for Change

The change implementation theory of transformation stages as per Lewin, Lippitt, Watson and Westley (1958) continued and generated further stage models of which merely concentrates towards protagonist duty within a transformed management rather than towards the development organizational transformation. Model figures stand to be constantly switched over during transformation practices. However, such stages consist of certain narration, which includes amongst others; a transformation model will be easily defined. Such stages include the challenges of process identification. With the second stage in measuring the drive and transformation capability. The third one is in measuring the capital and incentives towards a transformed manager. The fourth one is selecting innovative transformed substances. With the fifth one by choosing and undoubtedly accepting the effect of modified representatives through the entire communal, so that prospects are visibly identified. While the sixth stage exists to maintain the transformation, communication, feedback, as well as employees of the organization are likewise a vital feature within this stage of transformation change development. Lastly, a transformed leadership should gradually excel from their main position within the period of progression. In addition, such decisions exist to take place once the effective transformation implementation is converted and plays a role within the business values.

The below expert argued with the fact that organizational management changes tend to further remain constant even when movements are spreading into an immediate restructuring otherwise towards part of the organization of which are directly impacted. Transformation tends to be improved once practically imbedded. A certain theory of such practicality includes the time when employees experience certain challenges within a related approach; numerous companies accept a similar improvement, and again the difficulties ranges from other sectors of the same business industry. An additional extensive imitation develops, and the more the behaviour remains to observe as ordinary model for change (Lippitt, Watson and Westley, (1958): 58-59).

2.7 Implementing Management Capability in Service Delivery

Municipalities require an accurate social capability that will encourage quality service distribution towards public. This will continually remain a primary emphasis within government’s response towards service supply impact within the principal phase of Local Government post-2000. The countrywide reaction towards this flaw presents creative initiatives, which entail the involvement, by providing a helping hand, going on a methodological provision to approximately one hundred and thirty municipalities all over South Africa. An organizational integration development should be essential an also suitable. Yet, it will not be the simplest involvement to discourse using the experimental dimensions opposed to the municipality.

A complete improvement, imaginative and prescient envisioned management change within municipal authorities was discovered to be complex. For instance, the aforementioned outcome takes nearly the whole period inside the municipality workplace to comprehend also to start engaging on implications for a multiple institutional merges as well as its justification. The institutional disaster mounted and became intensely restricted by the absence of properly experienced municipal personnel, particularly within the management and technical stations and really vulnerable economic control structures. The Department of Local Authorities and Housing, thereof added an enormous measure of capability in constructing resourcefulness called a development associate.
The Regional and Public Authorities Minister launched the development partner venture during October 2004. The aforementioned predominant target turned in to channel opportunities concerning the targets and results. This involved the programme, within the municipality’s guidance. Based on the programme, the Local Government and Housing Department (DLGH) pursues attaching further capital as different scopes of government and within the isolated regions, through the challenge of refining municipal overall presentation. Authorities as well as experts located as the service delivery enablers that should concentrate on the immediate objective and disregarding challenges pertaining to service delivery.

Local government that do not participate in the municipal project development combine experience and expertise as well as difficulties within monetary administration. Then again are considered appropriately proficient in terms of communicating such challenges aided by numerous tracking devices applied to understand the ways and importance of deliverable objectives in tangible service and agreement within the financial management department using the Municipal Finance Management Act 56 of 2003. Enablers should concentrate on putting more effort by continuously paying more attention on achieving the current temporary objective while eradicating impasses of delivering quality service to the community. Municipality managers that do not participate in the municipal project developments correspondingly experience lack of abilities or challenges within financial management. However, those believed to appear adequately skilful in terms of presenting such concerns apart from various detecting devices of which outputs understanding of tangible service delivery goals plus the municipal agreement within the financial management area. A combined municipal development plan offers a comprehensive physical support to the local government that appears struggling to adjust to change. Berrisford and Kihato, cited in Van Donk et al. (2008) agree that existing municipal workers should help the local municipality during effective change operation within an organization. Furthermore, an adequate total number of experienced and capable managers are required to be placed within the municipalities’ to restore capacity in the means of captivating as well as sustaining such objectives.

Currently, Thulamela Local Government has an overall team configuration of 671, with approximately 483 job posts occupied while there are still 188 remaining vacant worker’s posts (Thulamela Municipality IDP Review 2014/15-2016/17). Poor deliverables of quality service may lead to an unproductive performance delivery by the municipal employees since the current social service capability might possibly fail to be accomplished. During the year 1994, the ANC continued preserving the fact that the grade of employment as well as the distribution of finance into government sectors and institutes has a duty to correspond with municipal desires and necessities in delivering quality services to the community. As referred towards principles proven within the economic and financial contract, the local authorities need to remain supported in terms of dealing trials from current communal municipality service backlogs and over inter-governmental transmissions as previously stated within the local and provincial government.

An essential and good financial administration within local government encourages the municipal workers to perform their jobs excellently. There are massive number of local government municipalities that are usually affected badly through the poor financial management methods. Such negative experiences range from dishonesty, financial maladministration and non-compliance within the financial legislature that remain common within the foremost local government municipalities. Moreover, this leads to the municipal employee’s bad performance that causes a massive compromise in delivering quality service (IDASA 2010). Local government municipalities are obligated to deliver comprehensive
financial management by necessity as planned and envisioned within the constitutional background, of which should be accomplished and done with skilled employees, capable representatives, together with in-house auditors and chief financial officers.

2.8 Community Involvement in Making Decisions

An ultimate objective for social equality is based on the contentment of the residents. The municipality success is arbitrated through the municipal’s ability in providing the community with incorporated growth methodology as well as commercial development disputes, in order to deliver indispensable services related to the local communities’ requirements and needs. A municipality may be able to accomplish such by means of classifying and highlighting the resident’s necessities, defining satisfactory types of service as well as distributing the required funds to the community (IDASA 2010).

During 1994, the ANC put their faith on the fact that the administration within local government must remain tight to a point where there is an extreme involvement of social community and such societies should be assured in terms of creating results as well as growing local government resourcefulness. As referred to in section 16 of the Local Government Municipal Systems Act (Act 32 of 2000), a municipality should cultivate into the local governance standards and values of which tie-up the official illustrative management contained by a structure of an involved governance. In addition, the local government should also reassure, and then construct some form of environments where the municipality will be able to partake within the public matters. Such matters, within the groundwork, refer to the IDP execution and examination: an application of execution and performance management system (PMS) evaluation, observing and examination of self-presentation that includes the results as well as the effect of a certain presentation. The municipal research regarding financial planning and the premeditated resolutions connect into the delivery of quality services with the community.

Furthermore, the Municipal Systems Act (Act 32 of 2000) points out in Section 16(b) that local government must participate concerning the construction as well as the public communal capabilities that empower government to take part within municipality matters. The workers and councillors should also nurture the public in partaking, in addition to applying particular funds and once a year distribute resources, concerning the financial plan such as is possibly applicable in terms of the resolution in executing the public involvement and ability to develop the public. The local government authorities and representatives play an important part in guaranteeing liability and clear change management with the municipality. Furthermore, the municipal committee, in addition to congress, consult with the public. The aforementioned remains significant to the municipal authorities who are capable in classifying the necessities of the community members in terms of discoursing their requirements accurately. A communal need to be accessed to ensure that satisfactory and operative delivery of services must remain accessible. The municipality should be committed to demonstrating the quality services to its community members. Such facilities rendered by the municipality must have affirmative influence towards the community growth project. As soon as community members start partaking in the decision-making programme, the societies initially account for all the resolutions also working as a team despite the fact that such concepts remain inoperative. Concerning the unqualified regulation, the public turn out to be violent and vicious.

According to Clark (1990), the Brundtland command settled to the fact that the key necessity to a maintainable community improvement programme is by safeguarding in effect, the populations of whom are being involved in the decision-making processes. This again is
declared as though likable in the change development programme which possibly come to be excessively pintsize if not clearly perceived and anticipated through the expected beneficiaries. Charlton and Kihato (2006) as well have confidence in the fact that the municipal contribution increases the effective delivery of quality services. Certain change remains demonstrated within the participation of beneficiaries who reside in the small budget accommodation which lead to additional accountability as well as operational transfers of such a small budget accommodation.

As defined by (Gildenhuys and Knipe, 2000: 126): “Community involvement within governmental decision-making as a result of participants of the public societies and associations, that is openly or not openly from side to side of nominated governmental legislatures should be protected and sheltered.” The municipality also competes against the point that the biggest probability of contributing in community decision-making be able to remain protected in the recognition of the conviction that each of the country locals takes their self-governing power to contribute within the entire decision-making totally in regions that encourage the lives of the society. Such governmental changes comprise with more or less of the entire municipal management actions. The overall community involvement within Thulamela local municipality exists and invented by district councillors, in which residents were requested and showed attendance in the conventions that concerned the Integrated Development Planning. The community members were also influenced in contributing to giving feedback as well as decision making concerning the public necessities, then contribute towards obtaining membership in the Mayoral or Customary governance seminars.

2.9 Quality Support by Government in Improving the Distribution of an Expected Service

The local government defined as the scope of the business contiguous towards individuals that supports them and it stays in control of ensuring that members of the community are receiving the rendered quality services. One of the greatest means of approach whereby the local municipality will be able to provide the quality and expected services is by adopting change and to render services with government by means of spending municipal incomes, tools and workers. Mogale, Mhone and Edigheji (2003) declared that by formal acceptance in the current Constitution as of 1996, it simply shows the local government presentation in becoming the foundation within the municipality service delivery system as well as being at the core of poverty reduction resourcefulness.

Some of the services rendered with the local municipality are subcontracted. However, such contractors may perhaps decide on employing other skilful individuals who will provide the intended service to the community. Therefore, the municipality should be accountable and take full responsibility during the selection of the service(s) supplier as well as to ensure that quality service is correctly delivered to the intended recipients. It is the duty of every municipality in ensuring that the public communal members within the municipal regions are receiving the required and expected services. Municipalities are allowed to select services rendered as per the needs of the community members since there are several types of services rendered. As a result, the municipality has a list of several services rendered that are more useful to the communal members such as supplying of water and sanitation, removing of waste, electrical energy and air supply, public health facilities, public roads and drainage of storm water, street lights as well as leisure and public gardens. The listed services tend to partake an undeviating as well as have a direct impact on the value of individual lifestyle within the communal. For instance, once the provision and delivery of water in heat to be in a deprived class or the waste are not frequently collected, such actions negatively add a huge impact on the formation of unsafe and dangerous living surroundings. People living in an underprivileged environment experience challenges in
terms of fitting in markets, cooperatives or businesses and as a result such challenges place a massive boundary concerning the citizen’s employment opportunities. Below points explains the quality of service delivery as effected by Government.

- **Community** – an agreement between the communal and external organizations maybe joined into with the assistance from external partnerships by being accountable towards quality service production within societies. The government acquired a massive responsibility; however, they are not capable of delivering the concluded resolution to the rest of the challenges concerning organizational change that affects the development of the local municipality. An organization is again mandated to communicate to the public regarding the possibility of dangers in organizational change and are required to become prudently dignified once public authorities choose on the one which best match the community. The public authorities may again need to receive words of encouragement from the municipality on increasing the desire and aspiration in delivering a well-organized as well as budget operational service. There are few listed cases of community agreements concerning the external authorities identified as service agreements, contracts, allowances and municipal degrade.

- **Municipality** – a communal engagement is another approach of which South Africa applies and take it as an excellent stage to provide quality services to the public. This type of engagement allows support to Local Government in providing excellent reasonable services and facilities in an effective and efficient manner, which benefit every local resident. Municipal–community engagements are a good illustration of quite an exclusive and established approach that will assist the local levels in accomplishing their development’s requirements. This may not be observed as a community involvement and licenses no solutions for extending organizational facilities and service area towards the underprivileged societies. These should be perceived as a method of delivering services and governance transportation, which influence the background in terms of accomplishing the developmental necessities of underprivileged people with respect to the whole municipal purpose, which very often determines a competitive gain over and above the added methodologies.

- **Non - Governmental Organizations (NGOs)** perform an important part in providing practical and administrative provision within the overall public communal policy agreements. Therefore, the governmental change approaches aimed at encouraging the National Public-Communal organizations have a duty to target successful business operations personally through the Non-Governmental Organizations (NGOs) while engaging through a communal centred governmental system (Gildenhuys and Knipe, 2000).

- **Additional alternative approach** that the local government may use to offer services is by entering into Municipal-Public partnerships. There is an extensive trust amongst numerous local municipalities within the South African Government by spreading a positive status in delivering quality services that exist in some simpler way as compared to the ones handling such services from the inside. Van Donk et al. (2008) indicated that the nation’s primary official communal authorities have agreed in a partnership of a five year running agreement that is amongst Vhembe Regional District and Thulamela. Regardless of such municipalities, certain merged municipalities as well as joining together of urban and rural regions, the aforementioned is yet to assume city regions to be rendered for improved services as compared to that in the rural regions. Additionally,
according to such municipal change implementation, several attempts in providing the community with such intended services, the municipal administrators be they in noting assured values in allowing community members to receive the quality service of which one qualifies to receive. Such values are described and well defined by means of “Batho Pele.”

The main choice of the Municipal Service Partnerships (MSPs) does not conclude personally; however, it is primary options accessible by local government while addressing the community growth development and delivering of quality service obstacle. The Municipal Services Partnership clearly defined by means of the effort the local government performed by dynamically encouraging private regions on expenditure of the public regions, and by means of the instrument of which impact the delivery of quality services within the local municipality. Local municipal service partnerships remain anticipated in terms of supplying the community congresses by means of superior elasticity in terms of presenting the service delivery requirements. Additionally, the private region’s participation should primarily be intended to accomplish a better quality and highest levels of services and increasing added capability and investment.

Furthermore, the local government should remain thoughtful towards the municipal responsibility and accountability in delivering the quality services in order to achieve the necessary requirements that benefits the underprivileged to the most profitable as well as reasonable manner. Local government must have certain means to pursue their municipalities in delivering the quality services by providing the underprivileged with excellent operational assistance, such as, an accurate distribution within unrestricted electrical energy and water towards individuals that were denied entrance into such services or that were not capable of paying them. By implementing change development towards skills and the main beliefs on programmes and services, functioning towards the agreement with the public commercial it can increase the creation of jobs as well as investing towards improving the municipal economic region (Thulamela municipality IDP Review, 2015/16/7).

Nonetheless, there are certain municipalities that are not willing and capable of delivering an intended service to the community members, Hetherington (2008) declares again to say numerous municipalities change as a result of failing to describe municipal certain responsibilities, titles as well as duties concerning the governmental organization impact, strategic operations and management. The Local Municipality additionally imposes at times; the cause of operative challenges and obstacles directly originates from the incapability in the governmental decision-makers as well as the administrators in reaching an agreement with the change roles and by applying an applicable structure while handing over the mandatory powers within Municipal Systems Act section 59.

An earlier section offers major difficulties by means of expression taking place with the Citizens Report of “BATHO PELE” (2008) saying local government exists to still be confronted by the disregards towards the change implementation into new local government instructions and because certain workers are always unavailable. Such a theory places the local government in an extraordinary and conceding situation by means of municipal employees proving quality services to the community members.

An additional difficulty that local government experiences relates to when the majority of municipalities failing to produce a municipality with an income. Therefore, the local government fails to render quality services to the community. Consequently, the local
The municipality has a duty to remain capacitated in order to partake with the employees while taking care of the entire programmes as regard to the revolution within the next 5 to 10 years. The alleged theory highlighting the importance of growth requirements as well as the excellence reassurance surrounded by the local government.

2.10 Violent Protest within the Community

An overall sensation declares the main cause of local government’s failure in the distribution of basic services within the community as the poor administration within governance that actively fails to respond to matters raised by the public. In certain scenarios, management refers to someone being unskilled and dishonest by means of an extraordinary grade of disrespects the needs and requirements of the societies. A district team as well is failing to operate well due to poor service communication of happenings within the community. Meaning, when societies are not satisfied in terms of the ways and means in which the services are distributed within the local government facilities that includes water supply, electrical energy as well as public health, the municipality has a tendency toward making this evident particularly within the area of informal settlements. A key cause of such demonstrations points out the sense and impression of community members concerning the political representatives who always promise them good service so that community members can vote for them and at the end, they fail to deliver their promises. Hence, today the residents of Vuwani community still vow to continue with a shutdown and disrupt all services during their protest. This protest first flared at Malamulele village, which was then spread to Vuwani just after the municipal borders were changed.

Corruption and nepotism within local government structures as well had a huge impact on the delivery of poor services. This is mere truth is evident as the municipality failed to provide people with quality services since the municipality is still experiencing a huge shortage of the employees with related expertise and abilities. A deprived distribution of quality services causes a huge impact and is alleged to be responsible for setting out the African National Congress’ acquaintances into the titles that they do not qualify as skilled and competent. However, the reasons for the protests may be at variance from one municipality to the other. Nonetheless, the foremost reason is that society’s feel that they are being mistreated and not being taken seriously. Demonstrators are fully assured that, as citizens they are always entitled to privileges and those privileges should be honoured by dignity.

Chuenyane (2014) established that certain properties that were valued at a high amount of rand were demolished within Malamulele village nearby Vuwani, in Limpopo in the course of demonstrations. During the protest, the strikers lit fires in schools, community health centre, police stations, the municipal offices plus thirteen municipal workers cars, together with five vans. So far, the village is well known to be one of the concerned Thulamela local municipality communities, that underwent and experienced distractive protest action that caused the compensation of an amount valued at R85 million so far. Thulamela municipality in the Vhembe District has damages caused by protest to an amount valued at R2 million while the strikers set the community hall and municipal offices on fire. This type of behaviour also encourages individuals to steal certain movable equipment within the municipal offices. Thulamela Municipality National Management, decided to agree on certain objectives in order to assist the municipality in attaining the least possible standard in delivering the required quality services, which includes the services of running water during 2014/5, public health services and electrical energy during 2016/7. A municipal IDP shows the possibilities of the municipality failing to achieve the general set objectives (Thulamela Municipality IDP, 20014/15-2016/17).
The government of the Republic of South Africa responded by requesting the community members to remain peaceful on the ground. Hence, the community leaders have requested Local Government and Traditional Affairs minister to get involved as well as assisting in speaking out the public needs and the worries that the public societies are facing. The president of South Africa, Jacob Zuma was also called to address the community members since the pro-Makhado task team was as well shifting the blame to the Government for not delivering quality services within the area. It has been again showed previously that the challenges of service delivery and change management has carried on even with ongoing intervention from the African National Congress as a controlled independent government ever since 1994.

In post-1994, the government encountered several challenges to make sure that wealth and capital that were formerly distributed towards advantaged minority residents should currently be equally circulated within the complete communal residents who lack or to some extent, preconceived notion, favouritism and/or unfairness. “The minute the ANC obtained control and power in 1994 they made a promise for ‘a better life for all’.” The South African residents were negatively affected because of such power gain and compromise. This means such alleged prominence on “all” and obviously suggesting the evident, indicating the preceding of the government’s contract as per definition fails to embrace “all” (Sonn, 2000: 45). The Local Government municipalities are to be on the primary list of government associations that has been appointed by authorities to deliver quality and efficient services in terms of attending as well as attaining the standards and necessities of the public communal, at times through a restricted financial income. Hence, good governance is vital in making sure that all municipal workers practice the excellent application of such restricted incomes. Nonetheless, it is unacceptable for the local municipality to observe the current year and previous year results from the Auditor-General’s Report stating all the municipalities who are receiving a disclaimer in their books. The Limpopo Province of South Africa still points out the facts of a huge majority within the local municipalities who resides in the province, with the Vhembe District Municipality being one of those that are struggling within their responsibilities in this regard, of which directed to governance challenges.

The manner in which to overcome this difficulty is based on the encouragement, enablement as well as the involvement of the public, state and nation. The local municipalities must be completely held responsible for the development route that the community members seek to pursue. A participatory instrument might be responsible for the power of speech, particularly the individuals who come from underprivileged as well as disqualified sectors within the public. A change management project concerning the distributed activities and service station required in the direction of replicating the local government situations, communal arrangements, as well as traditional customs and culture is required. A universal association is required to pay more attention as well as encouragement towards the deprived and underprivileged society’s wellbeing. An underprivileged society plays a major role and remains the main participant with regards to the contests in relation to poor service. As a result, those chief performers need to remain at the middle phase in terms of management change, planning, application as well as observing the antipoverty approaches.

2.11 Poor Management Concept, Antipoverty Context in Corruption and Governance

Campos and Bhargava (2007: 9) describe dishonesty, by means of a custom within the municipal organization intended for a personal achievement. This may bring in a whole crowd of expressions, of which the aforementioned measurement may be impressive or even too minor which might remain categorized towards the three comprehensive forms: public arrest, investment and favouritism, as well as the dishonesty within the management. These authors
also point out that although international financial institutions voice considerable and supplementary concern, the government’s supporter, strategic manufacturers including residents who partake towards a determined, concentrated exploitation immorality as well as an overwhelming influence towards the municipal growth development and lack of improvements. The overall adopted approaches in fulfilling the organizational change influence as fundamentally transforming towards the change management and refining the governance structures. As a result, “fighting corruption is basically about giving a lecture to poor governance rather than about catching criminals” (Campos and Bhargava, 2007: 9).

Dorotinsky and Pradhan (2007: 268) also proposed to say that in most cases corruption may generally be considered splendid; otherwise, a governmental dishonesty including a managerial dishonesty indicates poor management. The governmental dishonesty usually comprises of the encouragement with regards to projects and resource allocations that only reward the resolution manufacturer, families and friends; a wasteful financial campaign; support of elections as well as allocation of money towards exceptional developments; plus manipulation of confidential statistical records. An outstanding exploitation may be located towards an all-encompassing allocation of the local municipality’s assets intended for the reward of personal welfare.

An organizational managerial dishonesty consists of:

(i) Minor dishonesty, which includes the buying off, deviating stolen property, tools, services as well as cash.
(ii) An intentional mishandling of workplace equipment, as well as stealing, mismanagement of municipal resources and money, unlawful penalties, responsibilities, levies and custody, mis-finding or agreement direction-finding, misapplication of guidelines in terms of authorizing, cronyism, and favouritism.
(iii) Unintentional misuse of equipment at workplace by governing expert who appears to be functional within the municipal civilization that include, accepting and buying of valuable resources.

Furthermore, managerial exploits are frequently referred to in the direction of “deception, swindle, surplus as well as misuse” of municipal property.

Cameron and Stone (1995: 77) define dishonesty by means of destruction in the public welfare for own personal gain. The writer also composes the facts hence; the results founded not reflecting so easily while proposing on its own a particular meaning relating to dishonesty within the organization.

Subsequently are the detailed actions that are usually observed towards the immoral behaviour:

- Curiosity contains activities that include constructing business dealings as a benefit for personal gain and accommodating the external occupation throughout the employment within the local municipality;
- Confidential information mismanagement;
- Preferring families as well as associates when granting deals, tenders otherwise organizing the advances including government sponsorships;
- Receiving of inappropriate hand-outs as well as business entertainment;
- Defending the lack of skills;
- Usage and misuse of certified as well as private statistics planned to be implemented towards confidential activities; and
- Dubious employment such as dropping down the ethics as referred to the culture of offering a benefit to oneself/relatives.
Ware, Moss, Campos and No one (2007: 295) debated that the municipal attainment referred to as a predominantly vulnerable towards the dishonesty since government has a great standard of local municipality reserves that are practically conducted and for that reason, the government-spending drawing affects the communal winning schedules. The community winning described to be the key subject in terms of corruption since funds involvement disclosure tends to be high and for the same reason that the spending summary overview in the communal winning schedule summary is important.

The overall definition frequently applied in addition to being carefully linked to an organizational exploitation as a lack of proper administration. Cameron and Stone (1995: 77) continues in explaining the poor administration by means of ‘the broken institution that are mostly initiated from upper management within an organization’. According to Cameron and Stone (1995: 77), the further description for poor management was extensive as it contains the following:

- Interruption,
- Improper responsiveness or inability to respond,
- Inability to apply the regulations and processes,
- Inability to deliver an informed speech,
- Insufficient space to protect private information,
- Unable to examine,
- Unable or lack of response,
- Misrepresentative otherwise incorrect declarations,
- Insufficient connection,
- Inadequate discussion, and
- Shattered possible assurances.

A Parliamentary of Regulator in England also examines the criticisms about government departments and lists the following things, which point out maladministration: failure to provide a service, delays that could have been avoided, failing to follow correct procedures or faulty procedures, failing to notify you about any rights of appeal open to you, injustice, prejudice or bias, providing advice that leads to misleading or inadequate results, refusing to respond to any practical questions, disrespect and not willing to apologize for mistakes, errors in managing the claims, and failure to correct situations when something did not go well (Mafunisa 2002: 192-193).

The Encarta Dictionary complements by mentioning maladministration as an immoral management, which is defined as incompetent or dishonest management or administration, especially in public affairs. Amongst the words closely associated with maladministration, the web-based Legal Dictionary lists the following: mistake and unskilled, negligence elusion and failure of duty, incompetency, inefficiency and inefficient management, malfeasance, misbehaviour, misdirection, misgovernment, mismanagement, abuse of power, mistreatment as well as negligence, and deprived administration.

Van der Waldt (2004: 3) continued to describe a ‘corrupt’ organization to be the root cause for the entirely wicked, criminal and scandalous behaviour within the public. Van der Waldt and Du Toit (1999: 39) also mention the fact that municipal officers were also exposed towards the effects, which are inside and outside of the municipal area, which might reduce the vulnerable society towards an irrational behaviour, prejudice, favouritism as well as dishonesty.
Mafunisa (2002: 192-193) also proposes an adequate fear as regards to the government’s morals and principles within the municipal area that tend to concentrate more towards things that have been well thought-out and deliberated as a correct and appropriate conduct from the governmental administrative centre delivers and the municipal officers. As per Mafunisa (2002: 192-193), the local municipal representatives exist and are probably anticipated to perform within the adequate, active, well-organized, responsible, appropriate, unbiased and reasonable way during deliberate implementation towards their formal responsibilities. This source further claims that public functionaries may be corrupt because of self-indulgence and corruption. “The nature of human beings means that we must accept that unethical behaviour by political office-bearers and public officials might probably occur. Therefore, students of Operations Management, Public Administration and practitioners in the public sector should be able to categorize immoral conduct and devise measures to fight it” (Mafunisa 2002: 192-193).

Exploitation within African countries remains undiminished, and is encouraged through the circumstances that are suitably designed for an obvious conduct. (Plummer and Cross, 2007: 221).

2.11.1 Effect of Dishonesty on Delivering Quality Services

Proceeding towards corruption’s negative effects, Kanyane (2010: 82) wrote to explain an influence concerning swindling as well as dishonesty to remain something that will continuously have a negative impact in terms of misuse of income tax as it has been received within the community, and concurrently within the development as well as wasting a general public ethical facility. Subsequently, the consequence of corrupt practices is non-delivery of essential public services, which hinder and limit communities’ rights to acquire an improved life.

“A planned misconduct as well as dishonesty challenges an advantage of self-governing evolution at many practical methods. Amongst the greatest substantial difficulties that are triggered because of certain misconduct, stands as a failure within the distribution of a quality and expected level of service to the underprivileged as well as prevention as it relates to possible external speculations. A manner of dishonesty interrupts the partnership of social equality as well as limiting an organizational trade and industry development” (Zvekic and Camerer, 2002).

Webb (2008: 596) continues to mention corruption as necessarily not to be the only issue that causes the lack in service delivery maintains a comparable view. This as well proposes numerous significances among others within the junior stages in terms of projects speculation as well as development. Meaning, a discouragement that derives from an external undeviating asset that includes a corporate motivation while working within an unauthorized division in terms of defilement of income tax including the governing acts. Webb (2008: 596) continues by stating an overall reality of dishonesty within a state reflects as a symbol showing how delicate the municipal organizations are towards change management impact; as well as the impact on how they allow certain exploitation, which may possibly have an influence towards growing a level of finance as compared to a worldwide phase.

Transparency International (2005: 3) in Ferreira, Engelschalk and Mayville (2007: 368-370) also mentioned the importance of the Transparency International Global Corruption Indicator that classifies the municipal duties in 3rd place of an utmost unethical management intervention subsequently to the law enforcement agency as well as the income tax government.
Corruption within such sector goes a long way in denying the crucial income of the republic, which as a result may provide funding in terms of financial development by means of duties and income that again signifies an overall considerable part from the entire income tax collection. Such as, within regions of the Russian Federation, societies’ responsibilities to the budget is aimed at an approximately 40% of the entire national financial plan incomes during 2003 in addition to increase towards 60% in 2006.

“The Government incomes are collected using the current duties and management’s processes that as well perform an additional two important parts to the nation: which includes the accelerating in cross-boundary employment in order to encourage the local government’s financial growth which helps to avoid a worldwide trading of prohibited properties, which includes guns and tranquillizers, in order to defend the public. An immoral exercise time and again remains within means of experiencing such trials that vigorously negotiating process of income structures, employment assistance, including in-house safety and necessary requirements.” (Transparency International 2005: 3).

Performing all efforts in measuring an overall cost within dishonesty and its impacts towards the deliverance of quality services to the community, Ruhiiga (2009: 1095) first combined manifestations of corruption that classified the same category and developed a model for indicating their cumulative effect on service delivery. Fraud, gross negligence, misuse, manipulation of authority, stealing and misappropriation remain heaped as one, and for the reason that is within the entire circumstances, persons or else crowds actually asserts transmission that includes where the funds come from the management foundations sponsored or aimed at own personal individual usage. This includes the allocation of tenders, corruption, preference and public officials derive from people as well as objects in the form of preferred group refinement, in-house transaction, coercion and clash of composed interest, as these include the acknowledgement of unlawful welfares.

According to Ruhiiga, the direct effect of this is that the misuse of resources in municipal foundations solidly challenges the fiscal assurances of local government in order to provide quality services primarily towards the financial plan evaluations as well as the projects developments suspension headed for the next financial year plan reviews. An outcome of such reviews and an expense in offering an expected quality services resulted to be greater within the following year, and as the expenses of inputs monitor the pressure of inflation within the marketplace. Additional significance refers to the strategic rendering of quality services and commencement of development plans that reflect towards the local government’s financial plan, local municipalities as well as regional subdivisions that repeatedly do not announce, and for the reason relate to the stealing and mismanagement concerned with the distributed resources. Regarding the completely uncertain measures in the allocation of tenders, for example, Ruhiiga (2009: 1096) classified the following direct effects:

(i) An elimination towards standard competitiveness while allowing an allocation of propositions to ordinary suppliers who are not willing to deliver quality service to the community;

(ii) Total price of allocated propositions end up being manipulated as compared to the expectations that it would be of the same instance to supply the instructions as required from the immoral municipal officers and without a proper assurance to execute with excellence;
(iii) A corresponding customer as shown on the bottom sequence of which the intakes receive the expected service delivery which time and again are rated at low-grade; and

(iv) Frequently uneconomical as well as ineffective project development execution, which do not meet the required suitable standard of service necessities towards the intended local customers. The “exploitation effects oozes towards the society resources as well as remaining a traditional proper system approach in terms of administering the everyday living conditions of the members of the public. Such an impact certainly challenges the regulation of the Act, including local government capabilities towards community members in terms of delivering necessary services” (Ruhiga, 2009: 1094).

Tooley and Mahoai (2007: 369) describe the results below and influence of dishonesty in agreeing to the Public Service Anti-Corruption Strategy:

- **Macro – Financial**: it consists of missing incomes derived at the beginning of income tax as well as tradition charges, permitting costs, and transportation charges. Excessively great expenses as of irregular activities including overlooking provisions in municipal agreements.

- **Decrease in savings cost and development**: in an environment of comprehensive dishonesty, no interest is shown in external savings and stakeholders are expected to continue ongoing contributions towards municipal growth otherwise, it might become uncertain towards capitalized finance.

- **Cost to Community members including the underprivileged**: change related to assets and its intended purpose misrepresents preparations within the actual municipal strategy in addition to provision of quality and intended services. Minor exploitation of finances as well as imbursement particularly have serious effects towards underprivileged. Such effects tend to receive little benefit but a lot of expenditure also reinforce the existing trade and industry with communal imbalances. Again, it challenges the implementation reliability of change effect within local government as well as public institutes.

- **Community institutes lack of self-reliance and confidence**: once the service to be rendered is accepted and approved by the Government, however if municipal officers fail to deliver, it eventually destroys the hope and assurance that the community members entail. Again, those empty promises create doubt over self-assurance of which the community institutes its wishes to succeed on. As results, it undermines law regulations act, ownership safety rights, and high opinions used for agreements, municipal orders that include welfare, which at the end of the day results in change management within local government justice.

2.11.2 **Institutions Investigating Change Management Corruption in South Africa**

The Public Service Commission (2001) identified the following leading organizations investigating service dishonesty within municipal governments in South Africa:

- National Prosecuting Authority (NPA)
- Independent Complaints Directorate (ICD)
- Special Investigating Units (SIU) (Health Commission)
- Office of the Public Protector
- Auditor General (AG)
- South African Police Services Anti-Corruption Unit
As state institutions, the Public Protector generally supports the Constitutional democracy within the South African Republic with the assistance from the Auditor-General’s offices. Such information is being preserved in Section 181 of the Constitution within the South African Republic Act no. 108 of 1996. Furthermore, the said section 182 of the Constitution undoubtedly lays out the following Community Protection roles:

1) A national legislation regulated by the Public Protector to hold authority and power while:
   (a) examining all conduct within state affairs, including happenings within community management that falls under all local government’s scope, whether alleged or suspected and becomes unseemly which results, to some extent, indecency otherwise prejudice;
   (b) report set for the conduct; in addition to
   (c) take counteractive and applicable action.

The Auditor-General roles were as well stated in the section 188 (1) of the Constitution:

2) An Auditor-General has a mandate to review as well as submit an accounts report which includes business financial reports as well as business administration in:
   (a) every state and regional government plus its managerial offices;
   (b) in every local municipality; including
   (c) all former organizations that fall under financial units that are obligated to remain audited by the Auditor-General in the state or else provincial law.

3) An Auditor-General should submit the reviews of assessment reports towards every governing body with direct concern in terms of reviews including former specialist as recommended by the state legislature in ensuring that the public is allowed access to receive all reports.

2.12 Change Management Resulting in Good Governance

Maserumule (2009: 200) proposes that governance is a multi-layered concept that is so intangible of which even researchers from development studies as well as former correlated punishments appear to be thoughtful in committing themselves to a singular meaning. However, on numerous occasions, a similar impression and opinions as regards to the aforementioned significance seem to transpire amongst the two. Sindane (2009a: 6) debates to the fact that governance is referred to by means of price-loaded theory, of which is reflected ordinarily as compared to nature and such highlights ‘should’ as a substitute be within the alternate-conclusions range. In conclusion, change management should not remain an assumption in the nonexistence of transparency taking place in the ordinary as well as the internal background, where results are being implemented.

Governance is defined as ‘governing movement or what the government does. It relates to decisions that define opportunities, grant authority, or confirm performance’. Sindane (2009a: 2) concurs with this definition and writes:

“...decision-making practice is the model of ‘governance’ as well as the methods that are used to carry out business conclusions (or decisions that are not carried out). Such practice consists of components that come from the community that controls ownership as well as the community that have an ability in encouraging the municipal guiding principles and conclusions in relation to community matters. As a result, change management in governance indicates the presence of shareholders since it cannot remain considered of within the local government sphere”.
Molekane and Mothae (2009: 4) give further details to say the South African Republic is the country living beneath democracy; its residents remain significant concerning ways and means as directed by the government with a duty to endure and keep vitality towards every day local government administration. By building companionship within the organization simply indicates a community individual involvement as well as the resident’s participation towards change implementation in the local government programmes and decision-making practices. Therefore, Fourie (2006) in Fourie (2009b: 3) is of the opinion that say power and authority is primarily described as being governmental authoritative, that is difficult to moderate virtuously in municipal managerial roles allocated to resolve conflict within the governmental-managerial title positions that await to be occupied in the future. Esterhuyse (2000: 61) also mentioned and referred the governance definition as a multi-dimensional, used for example, a managing responsibility and observing workers performance within an organization. Furthermore, such governance change yet again discusses issues around the organization’s responsibilities towards society and shareholders. Concisely, a good governance focuses on the crucial matters in terms of change management implementation and participation.

Fourie (2009a: 1114) writes to define a collective sequence used to gather information forming the classifications referred to in change management impact on good governance as principles that talk about distribution and managing of funds in terms of giving feedback to the communal faced issues, that include, bribery and dishonesty. Moreover, good governance entails the capability, skills, abilities, acquaintance, as well as the means to prevent bribery and exploitation. The overall creation as well as management towards comprehensive formal instruments have been discovered to become the primary factor within change management processes. Molekane and Mothae (2009: 5) further debate and describe the critical fundamentals within governance as comprises of the contribution, regulations and rules, dependable, receptiveness, fairness and responsibility. Furthermore, such fundamentals recommended the moral governance to hold a competent power that involves overall image and presentation of such values within the means, of which the municipal management, over communal authorities, creates and implements effective results. Fuhr (2000) as well, has a related opinion of which suggests four main factors that holds good governance, i.e.

- responsibility (constructing local government capability),
- certainty (towards groundwork: rules and regulations),
- contribution, and
- accountability (to make related statistics available).

Sindane (2009a: 10), as a former influence, also classifies the other columns of good governance by means of responsibility, morals as well as beliefs. These are also claims to describe the greatest governmental structure designed for good governance as the independent civil organization through accountability, responsible as well as the expected illustrative settings.

“Change management within governance will remain good only when the local government accomplishes their internal objectives concerning ‘a better life intended entirely for society done by generating and permitting healthy environments aimed at people including the whole society while managing a decent as well as an acceptable and excellent lifestyle. Within the framework of the Republic of South Africa, people take into account and highlight the importance of practicing ‘Ubuntu’ a lifestyle approach used to underline good governance as of the aforementioned importance in
terms of allocation, unity, sympathy, mutual group and communal principles” (Sindane 2009a :9).

According to Fourie (2009a:1115), theories of good governance contend that governance and democracy remain a vital condition that the society within the local community practiced on a daily basis. According to public region, the governmental setting needs a changed approach for authority, wherein most pay attention to the payments and equilibriums, which specifically hold the significant methods, which emphasizes that moral principles matter as well as behavioural programmes. Fourie (2009b: 14) continues by writing to mention the significant change management approach concerning good governance must remain constructed towards every individual’s rights of being recognized, including individuals participating within management courses, of which the greatest level of moral activities as well as honesty appeared to be projected by everyone and the entire activities remain eminent through reliability and honesty. Sonn (2000: 48) writes to say that it is not only management that has the right to guaranteed good governance. Good governance also depends on the level or amount of time the individuals and the civil society organizations take, pledged in providing the equality support as well as effective and efficient projects building, independence and possession relating to the accountability wisdom in implementation success within the government change management. Consequently, a good governance performance is not relying on how the management within the organization present themselves. It depends on the manner and ways in which the business replies to the community needs and requirements. Good governance, legal responsibility and trustworthiness influence a complete equality within the society.

Kuye & Tshiyoyo (2009: 5) describe good governance as an imposing area within the African country. A good governance alone cannot terminate the underprivileged; the municipality as well as members of the public must perform that task together in fighting poverty struggle. However, Good governance should remain approachable by every individual in all areas of the business. The change management implementation within local government comprises of tolerance, perception and willingness.

Maserumule (2009: 202) explains that when good governance leads change, the expected service delivery underlines the importance of society’s well-being. The happiness and satisfaction within the society determines the work and actions on how good governance operates. As a result, society health and safety measures the development and growth of good governance.

Plummer and Cross (2007: 239-241) categorize the below list of strategic scope in the view of good governance:

- **Management and Analysis** – an operational strategy of anticorruption clearly influenced by a comprehensive analysis including knowledge for area setting, together with using dimension methods used to empower the area, bench-marking and also observing comparative growth which may remain useful while promoting the local government focus and attention.

- **Use of Data Information and Trustworthy sources** - encouraging better unambiguousness over and above governmental actions within municipal officers used to generate warnings towards officers committed to unethical dealings. An unambiguous behaviour is traditionally well known as numerous project developments, municipal area points - broadcasting of private information, financial plans and agreed schedules,
including yearly figures, as well as attendance of open trials from managers reflect as solid instruments in cultivating accountability. The use of information tends to be critical while effecting change management and responsibility.

- **Responsibility** – An improvement in the growth of responsibility remains encouraged by directness of information, competency, trustworthiness or ability, that plays a significant role in attacking exploitation including the challenges encountered while delivering quality service to the community.

- **Support and Learning** – lack of attentiveness in the African country is the key challenge that are affecting our local government. Officials, senior executives, the broadcasting media, as well as the entire public society are required to remain vigilant about the reasons and consequences of an exploitation behaviour.

- **Strategy Transformation and Recognition** – organizational transformations talks about challenges, difficulties as well as uncertainties within state programmes, governing and official backgrounds, which include the importance of reorganization as it, should remain reinforced through public provision improvement, mostly within economic supervision and organizational space.

- **Management** – a primary necessity in implementing the process of anti-corruption challenges within a local government into wider transformation, solid management and virtuous organization stands to be precarious. The anti-corruption organization change fundamental idea present governance as well as challenges experienced by the appointed manager’s, whose mission is to discourage a planned determination contrary to dishonesty that measures municipal efforts to increase service production and growth.

- **Reliability** - determinations to encourage honesty in addition to moral activities surrounded by municipal officers, service administrators, including every individual who is employed within the communal area must remain technologically advanced. A reliability contract that is influenced by means of a recruits service provider, sellers, as well as management supports reserved in terms of contribution or else tolerant of illegal payments associated by municipal agreements. Local government and specialized affairs required to implement change towards programs that manages people’s behaviour or morals including preparation scheduled for moral concerns with the objectives of obligating municipal associates towards open-exploitation activities. Additional instruments contain the creation of business values, strategies plus guidelines for leading conflicts in attentiveness, as well as to safeguard the informant.

- **Guideline and Implementation** – it reflects importance for a Government to connect with the countries that have always presented anti-corruption legislation, regulations, guidelines and processes designed to lessen the risk of fraud. Moreover, in well-known growing states, even though one might claim that their system seems to be working and such claims every so often never maintained through actual implementation, which most individuals confirm as being unproductive. As a result, the law enforcement agency and magistrates feel challenged by change management that causes dishonesty in certain ways and means.
The King Article (2002) quoted in Fourie (2009b: 5), states that the main characteristics of good governance are identified as follows:

- **Punishment**, it refers to the guarantee that the executives within an organization are assured in order to standardize a right and correct individual behaviour.

- **Unambiguousness**, unknown maybe somewhere profoundly evaluates an organization’s activities and presentation.

- **Freedom**, it is where the welfares battles remain evaded.

- **Liability**, the societies’ privileges in terms of obtaining certain information data that connect with the organization’s properties management and presentation is clearly presented.

- **Accountability**, the entire significances associated with government behaviours as well as related activities towards acknowledging the public development guarantee.

- **Equality**, according to the acceptance as related to a high opinion intended for as well as stability over and above privileges and welfares from several shareholders within the local government.

- **Community obligation**, good governance determines an assurance concerning moral values including own community gratitude, background and financial influence on the general public actions and its purposes.

On setting the dissertation concerning good management, may turn out to be superficial towards resolving challenges of change management implementation and moral behaviour. Practicing good governance also referred to when municipal management engages with the society members, working together towards a common goal of delivering the quality service to the public.

### 2.13 Accountability as a Cornerstone of Good Change Management

Responsibility within an organization generally is referred to by means of identical community correlation to a performer (either a person or an activities), have a duty to clarify and validate its personal conduct towards a substantial human being including (the liability setting, finances, particular individual or organization (Ghutto et al. in South African Republic Parliament 2007: 8). Sindane (2009a: 13) explains in Molekane and Mothae (2009: 3) and further describes an organizational liability as someone who understands and takes full responsibility of a business and individual involvement as well as municipal obligated power in delivering an adequate justification speech to the community. The overall communication report relates to power consumption, ability as well as possessions assigned towards such organizational leadership. Therefore, Fourie (2009b: 5) as well, refers to responsibility as societies’ constitutional rights and privileges in order to obtain data concerning the organization’s proprietorship of resources and accomplishment.

Luyt (2008: 4) also mentions that liability is instituted as essential within the provincial and local community level in South Africa. Meanwhile, the countrywide financial plan and budget speech carries a large amount of quantity results, with the intention to reduce poverty as well as people living in an underprivileged society results by providing shelter to the poor, well-being and learning program amongst other things. Furthermore, the local government is failing to
implement the change management with the organizations and it is affecting the growth in terms of project developments. However, the local municipality governance as well as the provincial governance have an unlimited variant in terms of change implementation effects regarding quality service distribution within community. More or less, provincial government and local government illustrate good governance towards community members while implementing positive change within the organization.

Agreeing with Luyt (2008: 5), provincial government and local government within the entire organization and its management are required to be responsible for well-organized and operational businesses by:

- **Designing and planning**
  A significance for sketching out exact and accurate operational strategies should not remain overrated. Within the absence of logical strategies, local government offices are not able to calculate an accurate amount of things as required providing a better and expected quality service used to evaluate budgets, and such governments should be able to track changes happening within the organization expenditures. Subsequently, local government continues to fail in observing the change implementation as well as processes to deliver quality services that guarantees well organized and an active practice of exceptional municipal properties in order to speak about social privileges towards individuals reliant on the communal facilities.

- **Execution**
  A change management implementation remains of significance, and so, that local government departments interpret the drive of an execution, together with the business financial organization as well as their strategies.

- **Inaccuracy and counteractive performance**
  Management responsibility within an organization has the ability to acquire explanations as well as clarifications within municipal officers or inaccessible service suppliers in charge of the community properties’ usage. Such reports put a necessary responsibility on the municipal officers in charge of the usage of community properties. Those responsibilities as well puts an organizational assurance on omission forms requesting satisfactory clarifications and confirmations coming from the municipal officers. Moreover, such responsibilities are not delivered or else unacceptable, in order to initiate counteractive achievement, by means of a complete level in terms of government statutory/judicial authorities.

The Republic of South Africa Parliament asserts the roles of responsibility as follows:

- To improve the municipal governance reliability by means of protecting the organization towards exploitation, discrimination, taking advantage of control and further additional practices of a wrongdoing.

- By implementing an independent and self-governing mechanism within the organization officials.

- By increasing production, it nurtures influential knowledge as well as providing quality services to the community.

- Concerning directness, approachability and liability, towards guaranteeing an open assurance within the organization, bridging the whole concerning an administered as
well as administration while assure the government with being officially a state community.

- By providing the support to the community while evaluating the government accomplishments including how the municipal management handles misconduct within the community.

Accountability gives rise to public trust in the public service. According to Hexing (2009: 3), trust, this has respect to accountability, openness, transparency and integrity, which matters a lot to municipal officials. This often lessens the organizational budget as well as increasing resident’s welfares concerning a virtuous control. The implications are:

“Single element often supports the construction or denting expectation while an overall reliance theory remains connected with the municipal official’s concept, by turning out to be visible concerning organizations, practices, guidelines, procedures, including characteristics of interactions amongst the municipal organization in addition to the residents, data allocation and so on, which directly has an influence on dependability (Hexing 2009:3).”

Molekane and Mothae (2009: 14) add that when citizens have confidence and trust in government they are willing to participate openly in government activities. Participation of citizens increases government’s resource base that will ensure the optimum use of available public resources. Effective use of resources, participation and having trust and confidence in government will therefore promote good governance, which will ensure sustainable development.

Sindane (2009a: 13) goes further to identify four types of trust as professional, political, personal and public (community); and further argues that such trust should not be assumed just because someone holds a position of power in development. “Such individuals must still earn being trustworthy through their actions or inaction.”

Sikakane and Reddy (2009: 3) write that a municipality that is responsible promotes a significant role within the local governance by encouraging communal contribution as well as its involvement. The service delivery shaft within local government is known as the view and municipality barricade. The entire databases as well as developments, including, among other things, shelter, water supply, public health and infrastructures require responsible municipal officials, in order to increase the local public society’s assurance and reliance. The municipal local communities should again receive the title in a specific course or plan that guarantees the municipal achievements as well as determination.

An overall local government achievement or else discontent is influenced by the responsibility within the entire significant partakers, including change management shareholders within the local municipality practice. The municipal responsibility refers to an instrument aimed at a partaking local and social entity.

“Against this background, Section 152 (1) of the Constitution of the Republic of South Africa Second Amendment Act, No. 3 of 2003, formulates impact of change management within local government substances by way of:

- Offering local community with a management that are self-governing and responsible;
- Guaranteeing a maintainable style of delivering quality services towards the public;
- Encouraging communal relations and financial growth;
- Provide locals with nonviolent and good surroundings; and
• Inspire local societies and municipal management to participate on the happenings of public administration.

As such, Section 152 (2) requires the local government to make every effort contained by business and managerial ability, towards accomplishing the municipal substances usually available within the paragraph (1).

Gildenhuys (2000: 26) points out those councillors, as voted political councils, remain independently, cooperatively and unswervingly responsible towards the community as well as being accountable for all gathering, preservation that includes efficient also effective expenses of municipal finance. Although the executive committee and officials may be directly taking responsibility within municipal assets maladministration, a council symbolized from the selected candidates, should at the end, attempt to investigating the municipal accounts state concerning mismanagement. Therefore, such an obligation rests upon the council and indeed each councillor must remain vigilant on how the managerial committee and officials administer the municipal resources, which is in accordance with ordinary certainties of a moral, rigorous as well as an authentic business administration. This refers to a fact that Municipal Finance Management Act of 2003 suggested that each division within statutory organization is required to employ a financial worker and designates heads of departments and chief executive officers of constitutional institutions as accounting officers.

Fourie (2009a: 1119) suggests some official instruments used to guarantee moral authority as follows:

• Functional and premeditated development
• Provisions
• Diagonal methods
• Early Warning System (EWS)
• In-house reviewing
• In-house as well as peripheral writing, including
• Management presentation

Such instruments tend to replicate an enormous importance towards the essentials of municipal responsibility within the South African public sector.

In conclusion, Molekane and Mothae (2009: 4) accomplish some important things in order to accept responsibility as follows:

• Performance – government has to be liable for accomplished performance levels as required and expected by the citizens, thus failure or success of government programmes;
• Municipal officer’s activities as well as involvement is consequential towards their participation and everyone should remain responsible;
• Municipal responsibility is not a fondness but a requirement. It is of Local Government responsibilities to elucidate the municipal activities to the societies;
• Local Government should also clarify ways on exactly how the municipality practices its rights, power, as well as funds including the fundamental value on behalf of
communal liability shows that the municipal rights, power and funds handed over to the communal representatives remain professionally and successfully within the societies awareness; and

- Of utmost significance, the societies also have the rights as well as the obligation towards portraying the municipal responsibilities. As a result, the residents have the power instructing the local municipality towards regulating presentation customary, and to make a decision to reward as well as reprimand the government concerning duties that are not professionally performed subsequent to the municipality failing to accomplish its principles.

2.14 Change Management Morals, Principles and Professionalism

Mafunisa (2001: 335) clearly mentions the moral principles as guidelines or else values used as principal ethical behaviour of workers within an organisation. Agreeing with Mafunisa, a moral principle agrees to principles concerning social behaviour, through the admiration of correctness otherwise it supports an end to unfairness in certain activities as well as towards the right, wrongs and reasons included within such activities. Correctness states what is permitted to be done while unfairness refers to things that a community does not permit to happen.

Kanyane (2010: 82) clarifies the background of change management within the municipal provision, managers and executives are required to retain great values in terms of principles as well as skills. The joined dual abilities of which the municipal change management is measured as having fixed necessities within governmental or else municipal workers’ behaviour. An organization’s executives and leadership are expected to deliver the quality services based on what and how they have promised. Such an approach as well as behaviour should stay away from criticism in addition to being beyond doubt concerning greediness within their provision of quality services intended towards the community. Municipal community awareness should exceed that of the private awareness on a condition that local government keeps the promise of delivering quality services to the local community.

Sindane (2009a: 11) mentions the ways in which governance should consider becoming independent, unbiased, as well as reasonable and devoid of prejudice (RSA Constitution 1996: 83); some abilities remain necessitated and as of such involved with authority that is meant for a maintainable change growth. Perhaps, it is likely anticipated from every individual who is involved with practiced power holding, a major capability in terms of municipal justice in addition to govern are applicable ways to perform. Certain ways to perform must remain constructed towards the applicants’ understanding of common principles as involving the public, as a result requires some detailed information concerning public moral standards. All members’ activities should be assessed using the local municipality affiliates as a means of improving community lifestyle. Therefore, Sindane thinks through good governance as moral conduct within municipal officers that reflects this as a main support.

Molekane and Mothae (2009: 16) write to say that communal retainers are always anticipated towards accomplishing the municipal responsibilities properly and with honesty. The single code of conduct programme applied within the South African Government of which is continuously used to properly control the conduct as well as the municipal officials’ performance including the ways they interact with people and between each other. An adequate performance and behaviour entirely within the main character referred to as a pillar for change management in good governance that guarantees individuals with power to turn out to be thoughtful towards communal necessities and growth.
As agreed by Van der Waldt, Van Niekerk, Doyle, Knipe, & Du Toit (2002: 265), South African public service primary duties only require an adherence to rules, regulations, orders and instructions. The municipal workers and leaders are consequently reminded deliberately and held responsible merely towards the levels of which lawfully they are expected to have full responsibility concerning their activities. In addition, such writers again debate on the methodology bound to remain extended while taking into account topics such as the ethics of managerial activities.

The proper investigation as change management plays a significant role concerning good conduct within the municipal area, including municipal workers whom personally named by way of becoming the communal moral representatives; of which the idea approves the importance that accountability as well as responsibility should not be eluded (Craythorne 2003: 260). Graythorne (2003: 261) says the impact of change management within the local government be existent towards generating a fresh variety of specialist, of whom is going to demonstrate a truthfulness within the premier grade and brutally impact through being intolerant of certain immoral behaviour, rupture of morals, including various types of funds misuse.

The Public Service Commission (2001: 150) further describes ‘moral’ by means of following the ethical standards of which results in contributing towards moral values used to point out a suitable position and people’s performance, crowds, societies as well as organizational and public structures. Furthermore, certain values must be existent as ethical requirements ascending on or after the main beliefs, ranging between what is correct and incorrect. As agreed to by the Public Service Commission (2001: 152), moral behaviour and performance are merely constructed from the main ethical standards whereas valuing the traditional multiplicity.

Furthermore, the Public Service Commission (2001) supports a meaning of change management impact for encouraging, morals beliefs, and decision-making within the organisations. This highlights suitable acknowledgement for a proper measurement within the business including the background. As a result, such recommendation that the necessity for certain moral measurement towards remaining accomplished together with incorporating using additional spaces for administration, for example, running of the organization, human resource administration, business management as well as governmental strategy.

Referring to the Public Service Commission, an administration’s morals within an organisation includes: the framework and consciousness relating to organizational morals, used to interrelate as well as influences the business; a group or person’s behaviour and activities, including the business approach and purpose of communal structures; emerging sympathy towards a daily professional preparation which involves choices and activities inspired through assured ethical standards; increasing understanding towards a requirement as detained by ethical standards; a capability of differentiating between what is correct and incorrect by means of prudently captivating into account the entire welfares; action or resolution as an assurance towards the right as well as demonstration of every accomplishment or else choices used to strengthen the cause of misconduct, or personally reflect as ethically intolerable; consistent re-evaluating an organization’s morals and values; steady financial reviews as well as results towards moral administration within the organization including communication in an accepted setting and communal; fundamental ethical beliefs are planned within the organization and it is usually available in a momentary standard of moral or behavioural ways in cooperation with individual acts as well as organizational characteristics or else the general public.
The Code of Conduct is highlighted through the following standards:

- Good governance assurance is presented within an organization and the general public;
- Ensure through all conditions to uphold the values of morality as well as honesty;
- Reassure honesty and unambiguousness;
- Make every effort for quality and excellence;
- Embrace responsibility designed for your choices and activities;
- Encourage fairness through the entire circumstances;
- Remain faithful and in control of your activities (Public Service Commission, 2001: 153).

An overall morals and beliefs of public administration (Section 195, RSA Constitution, 1996) mentions that within each local government, possibilities should remain stimulated using a great standard of specialized morals. Additionally, eight principles of ‘Batho Pele’ has been established and appear to be an appropriate rule within the local government structure concerning the delivery of quality services to the community. Such values be existent as well as associated within the Constitutional principles of, between others, reassuring and supporting great specialized values of morals concerning the delivery of quality services to the community.

2.15 Change Management on Service Delivery as a Response to People’s Needs

Okafor (2009: 7) agrees to say nowadays residents expect a great and excellent delivery of services. Such services tend to be constructed as per individual’s personal requirements whereby methods and structures are established towards improving municipal results, which will simply not increase the in-house government devices, division and office workers. A solid ‘municipal ability’ stays analytically significant by way of differentiating a change part within the local municipality growth. All these are accomplished in excess of low-cost construction, well-organized and operative quality services to the community, controlled through the state’s upbeat and great assistance that operates while lacking restrictions, and becomes skilfully inventive in terms of lecturing about common and financial requirements of the society.

Stare, Decman and Klun (2009: 3) talk about ‘open-door policy’ by means of actual unique and important principles within the municipal area.

“The New Public Management theory presented ‘an innovative intelligent’ process in order to assist the local municipality area. Such theory gives emphasis to the meaning of service user’s responsiveness. An easy accessibility means change management practice while guaranteeing communal fulfilment, whereas identifying community fulfilment necessitates less towards the community awareness.”

As agreed by other writers, municipal management is required to provide reachable processes by recognizing what the community needs, comprehend the issues used to encourage consumer fulfilment through quality services as well as obtaining methods as expected so that people’s necessities as well as requirements are accomplished. An impact in change management within local community environments and surroundings always requires the municipal officer’s quick attention, through community fulfilment as the primary methods of satisfaction.
Governance refers to “what is expected from public, private, and non-profit organizations in terms of administering mutual characteristics concerning the community members’ style of living” (Hexing 2009: 29). Additionally, a moral governance tends to retain stability amongst communal prospects and self-regard, in addition to therefore compare expectations of public residents. Good governance be existent in order to nurture a decent local style of living, for instance, public reliance, public commitment, public speech, including public values and principles.

A single method used to guaranteeing the solution towards individual’s expectations is by creating methods of organizational change management accomplishment. Armstrong and Baron, 1998 in Okafor (2009: 8) define performance management by means of a planned as well as incorporated methodology applied in delivering a constant business achievement through decontaminating individual’s performance by emerging groups and single provider’s abilities. Armstrong (2003), as well in Okafor (2009: 5) state “Performance management as a way of receiving an improved result from the organisations, groups and peoples through accepting and handling the presentation according to a settled structure of strategic objectives, principles in addition to skill necessities.” As agreed to by other writers, the performance management system is startled by, amongst other things sustaining a business stakeholder’s requirements.

A former Minister of Provincial and Local Government, Sidney Mufamadi also quoted in Pillay and Subban (2007: 58) states that when local government improves its individual performance management structures, these systems function as a planned mechanism used to empower local government municipalities to:

- manage individual performance while carrying out the IDPs;
- increase productivity, success, excellence and responsibility towards service delivery;
- maximizing municipal growth effect; in addition to
- encourage societies within the community to hold responsible the municipalities by being honest and a true source of delivering quality service and growth.

2.16 Conclusion

Good management as a change in management style for community development and quality service delivery are intended to increase the efficiency and make profits. Due to the high rate of unemployment within Thulamela Local Municipality, most individuals find themselves living their lives in poverty, and as a result, a moral leadership is unquestionably indispensable (MLM, IDP Review, 2014/15-17).

Some may debate and say a moral leadership encourages positive improvement towards communal growth plans. However, society still believes the fact that whenever mutual indulgence exists there is moral leadership, which encourages the improvement of quality service delivery.
Municipality managers encourage every sphere of service delivery plans as well as change management in order to affect entire phases within the public that we all cherish and belong to. It is therefore not taken for granted that through the world of representatives, professors as well as the general public, certain instances are merely worrying when it comes to the society’s wellbeing. The service delivery plan must be well accomplished and effectively achieved as it requires limited capital for each element concerning production, then as a result, should have additional funds in order to fulfill the overall community’s needs.

A moral leadership requires skilful individuals of whom are willing to perform as representatives, including managers willing to speedily react towards change innovation. There are four components used to define change management, i.e., development, establishing, managing and monitoring.

Based on researched collected theories, the beginning and end of change development is imperceptible replicated. However, certain organisations describe development within a thin nonspecific method; hence, others ensure that development change is all-inclusive of organizational growth and design. Nevertheless, such give the impression that many researchers come to an agreement with the fact that moral leadership positively encourages income and production. This may remain influentially maintained to say establishing change involves putting together all required activities in order to accomplish mutual goals, including the distribution of every set of accomplishments toward an individual having an essential ability to manage change and such individuals who are accountable in executing such responsibilities. Establishing change is mainly referred to a method of managing, allocating, distributing as well as organizing.

Change in leadership as well involves activities including ways in which information is conveyed to workers, communicating the assignment strategy, by enlightening workers with organizational goals and ideas, instructing and directing workers, managing tasks performed by the workers, creating ways to encourage and develop responsibilities for each individual. In addition, leadership is currently well described as of a change management point of view by way of encouraging and managing each person’s performance by motivating workers to freely execute work in order to attain the goals and objectives of providing expected quality service. Such responsibilities include that of the information about a person or crowds’ inspiration and communication about change management.

This literature review also delivered various academic literatures around a multi-dimensional viewpoint of theoretical governance and the academic foundations of change management. Moreover, the literature review adopted the fact that components of maladministration and dishonesty principally remain within the entire community, with some citizens flourishing by benefitting from expected municipal service delivery. Either in a huge measure, such as imposing or governmental exploitation, or in lower measure, including managerial fraudulence, dishonesty contributes to a high possibility towards hindering the delivery of quality service, changing the management of the local municipality, or hinder financial development by denying residents with a chance to enjoy the rewards and value of social equality.

Simultaneously, this literature review portrayed that despite the fact, poor administration remains a good governance opposition, through a broad and extensive means. Change management in moral authority and social equality then again performs an important role concerning the delivery of quality service and community growth. An important structure defining change management in good governance pointed out challenges of responsibility,
morals, belief, involvement, by-law regulations, unambiguousness, awareness and justice. Such measures are generally applied as a primary standard while determining if ever the municipal workers performing tasks using ways and means that are helpful in creating an operative and well-organized delivery of quality service. A change management within good governance demonstrated in order to generate and empower the individual’s or group’s circumstances, while “encouraging a decent and acceptable value in relation to the standard of living”.

In conclusion, to guarantee the success in the impact of change management within local government, the organisation should effectively and properly pay more attention to the society requirements, involvement capacity structures should also remain available in order to support and ensure that municipal officers are continuously held liable in becoming proper and genuine representatives while assisting the community in the delivery and improvement of quality services.
CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

After learning of the hypothetical considerations of study from the previous chapter, the student took a step further by following well-founded techniques, which guaranteed a detailed investigation concerning the difficulties as presented. This section represents all the techniques, methods and approaches that the student used while collecting data with the aim of achieving the intended results. This study of methodology is an orderly way of solving the research problem. It guides and offers direction to be followed in order for the researcher to obtain solutions to the matters, which are of concern.

An applicable study strategy as well as ways and means of conducting the research were revealed in this section. It also presents the study method that summaries the techniques employed by the researcher to collect detailed information concerning the opinions in this section. The study strategies used when the research was carried out have been defined and their selection was vindicated. Furthermore, explanations concerning the selected study patterns, participants, random sample methods, information gathering techniques and processes in addition to the limitations as well as delimitations of the study are given in detail.

3.2 Research Design Material

Most scientific researchers apply a combination of qualitative and quantitative approaches intended to obtain as well as analyse information on change management in the local economic development and analyse quality service delivery in the South African community (Morse 2003: 191). This study equally combined both quantitative and qualitative methodologies with the intention of obtaining the required conclusive information. This research was carried out at Thulamela Local Municipality including its randomly selected villages. Primary and secondary data was adopted as a means towards developing data on the impact of change management in service delivery in terms of job creation and local economic development.

While participating in the research, the investigator chose to employ a miscellaneous strategy method (quantitative & qualitative) that includes, “approaches surrounded by a distinct plan using qualitative and quantitative approaches” (Morse 2003: 191). Through merging as well as increasing the number of investigation approaches applied in a specific assignment, the investigator had the capability of extending the possibility of increasing the scope of the study. According to Morse (2003: 199) such use of approaches is chronological within a consecutive practice of diversified approaches and certain processes academically improves the study using an additional technique aimed at resolving matters to produce an end result.

3.2.1 Quantitative Research Design

While managing quantitative research, the investigator arranged and circulated questionnaires to the members in the general community of Thulamela Local Municipality (see Annexure C). A quantitative technique is generally reinforced using a positive hypothesis that indicates an observable domain and measurable evidence. As a result, the questionnaire was arranged using the method which permitted the investigator to be able to measure a respondent’s views and thoughts.
The management as well as organizational researchers constantly preferred to practice quantitative approaches, meanwhile such approaches ensure:

- Consistent variable processes (using research and analyses) permits an investigator to write with authority within the interactions of the variables (Currall & Towler, 2005: 516).
- Such processes eventually lay a concrete method to be used for inferential facts (for example: associations, constant deterioration) which may be matched through other scholars, and permits the investigator to create an estimation regarding the project.

### 3.2.2 Qualitative Research Design

A qualitative research project is applied based on the amount of rewards as related within:

- Firstly, the research methods were beneficial since they permitted the researcher to illustrate as well as assess the influence of change management and presentation of programmes within their ordinary backgrounds, while concentrating towards implementation practice instead of experimental results.
- Secondly, this influenced how the information is collected over secure activities of which the entire municipal officers take part in the study in order to meet and have a discussion with each member. These presented the investigator with a chance to be able to interrelate with municipal officers within their normal day-to-day working situation, as well as offering the investigator personal knowledge concerning the ways and means such workers within the municipal offices function.
- Thirdly, it was again employed when the researcher approached business people belonging to the Chamber, whilst they were gathered for a business chamber meeting, and were later interviewed.

### 3.3 Target Group

The size of the crowd from which information was gathered comprises of the local business collective, including the general community residents as classified in Thohoyandou towns, Thononda, Malamulele, Vuwani, Vhufuli, Khubvi, Makonde, Mianzwi and Sibasa in the local municipality. The senior management officials included the Municipal Manager, the Executive Chief of Finance and the Director Heads within the local municipality. The targeted respondents (from municipal personnel) were selected because they were recognized as people who hold detailed information concerning the matters being investigated. Furthermore, general respondents were chosen mainly from Thohoyandou, Vuwani and Malamulele surrounding areas, since this town boasts the largest population.

### 3.4 Sampling

The Thulamela Local Municipality is well known as being one of municipalities under Vhembe District operating under conditions of serious poverty. The municipality has a potential to grow economically as well as addressing the poverty challenges by delivering quality services. Most of the youth in the area are graduates but unemployed. Due to change management and the increase in demand of skills within the production industry, Thulamela Local Municipality is also suffering from lack of skills. There are lot of job creation opportunities that can address the current situation such as having separate services delivery of buildings requiring new sanitation technology (Kuzniak 1999 cited in Schafft et al., 2007).
Purposive sampling was adopted to identify the respondents. Purposive sampling is a process by which information is gathered which permits an investigator authority in order to clearly define the population being studied. The application of selection approaches is a mixture of a simple random selection using a purposive selection technique. An easy random selection includes erratically choosing specific components coming from a random sample border, which will give entire elements an equivalent opportunity to be nominated (David & Sutton, 2004: 150). The local business communal including the general public, random selection was applied while gathering information as classified by the local municipality.

As agreed by MacMillan and Schumacher (2006: 126), during purposive sampling, an investigator chooses meticulous components as compared to the residents, who will be required to demonstrate or else have information concerning matters of attentiveness. As assembled within the scholar’s acquaintances regarding the residents, a decision was made concerning which topics must be carefully chosen in order to disclose the study drive while delivering the most information to the public. Therefore, a purposive selection was applied during the time when data was collected from the local municipal officers.

3.5 The Required Data

The data on the demographic profile of Thulamela Local Municipality was generated from randomly selected eight villages, which were required to understand the impact of change management within the local economic development on the economy of Thulamela Local Municipality and on job creation activities that can enhance the potential of the community in the municipality. This involved information concerning the marital status, gender, age, level of education as well as income level.

This data will be required in order to obtain information about the relationship between the demographic profile and resource activities that affect the municipality in delivering quality service backlogs, the rate of unemployment and assess the impact of change management on local economic development in Thulamela Local Municipality. Change management and sanitation technologies that enhance sustainable job creation opportunities will be outlined to determine the rate at which service delivery can affect local economic development. The question of how the capacity of community members can assist in taking over the backlogs by forming SMME and cooperatives also taking into account the environmental management in Thulamela Local Municipality and if the policy can be implemented was investigated.

3.6 Data Collection Methods and Procedures

Both primary and secondary approaches to gather information are applied in order to acquire information from the respondents. The different methods used to collect data include Personal Interviews, Questionnaire Surveys, Documentation and Field observations.

3.6.1 Primary Data Collection Methods

3.6.1.1 Personal Interviews

In order to get full information on how unemployment causes poverty in rural areas, focused group interviews with the local community and the youth, in particular “unemployed graduates”. The researcher adopted an unstructured interview method, aiming to receive information from the participants. Unstructured interviews permit the participants to provide comprehensive data
when responding to questions. Only the people who are within the sampled household were interviewed. Family heads of the different age groups were interviewed using the unstructured interview method in order to get their responses on the type of interventions the communities need to capacitate them with.

One of the focused groups was to study the expected service delivery on performing sanitation jobs to assess the overall community awareness with regard to the impact of change management and poverty on their livelihood at Thulamela Local Municipality. Key officials from the Thulamela Local Municipality were also interviewed as the last focused group on the issues pertaining to local employment after being trained and capacitated by the interventions in place (Bless and Higson-Smith, 1995: 113).

### 3.6.1.2 Unstructured Interviews

The researcher used unstructured interviews in order to collect information from the municipal officers; hence, Lee (1993: 101) alludes to the fact that there is a fondness to use an unstructured or detailed interview since issues concerning the topics might sound a bit provocative. The study also discusses about some confrontational subjects of which includes dishonesty and maladministration and as a result, excessive carefulness had to be implemented while making an effort to collect data. MacMillan and Schumacher (2006: 204) further suggested that whenever an investigator applies unstructured interviews, they tend to stand a bigger chance and opportunity to prepare comprehensive questioning by simplifying an extraordinary point of independency as well as consistency in order to allow questioning and explanation.

Throughout the discussions, the investigator explored some vital issues that had to be addressed during the meeting. Such discussed topics during the meeting were simply part of a guidance, however they were not expressed as firmly as they should have within the guided path. Therefore, an entire list of anticipated feedback was illustrated throughout the interview processes. This was done in consensus with Rubin and Rubin (1995: 42) who suggest that you begin a project with a design in mind to keep you on target about what you intend to learn. However, you do not have to follow each element of the project. A minute different path of analysis will accelerate through the investigation; it causes “transformation of queries”. This encourages an exploration of the topic in different ways. As a result, the interviewing process was responsive, co-operative as well as constant instead of equipped and protected solidly.

At all times, all participants were questioned within their working station inside the Thulamela Local Municipality offices in Thohoyandou, except for one respondent, who was willing to be interviewed over the telephone. The respondents, who were targeted for unstructured interviews were the Municipal Executive, the Chief Financial Officer, the Human Resource Executive, Research Manager, the Executive in the Strategic Planning and Development including the Manager of Infrastructural Development. Such participants were chosen because they were found to be having the complete information and understanding concerning the research objectives. Through the quality of their engaged positions within the municipality, the chosen respondents could provide in-depth information.

Even though the interviews proceeded smoothly with full co-operation from the respondents, there were a few challenges in securing meetings. In some cases, the researcher would secure appointments and then found that the respondent had to attend another meeting elsewhere during the time of the set appointment, or that the secretary had forgotten to notify the respondent of the scheduled meeting. These challenges were overcome by rescheduling the meetings and
phoning on the set day to ensure that the respondent was available before making the trip to the municipality offices. The interviews were conducted over a period spanning from May 2017 up to October 2017.

### 3.6.1.3 Focus Group Interviews

To gather data from the selected business and community members, the researcher employed focus group interviews. At present, the business community in the area belongs to a single association, which makes it easy to secure a group interview with some members of the association. In addition, the method accommodated interviewing several people together. Bless and Higson-Smith (1995: 113) suggest that this kind of interview, apart from the obvious practical advantage of interviewing several people at the same time, is useful since it allows participants to share their thoughts, sparking off new ideas in each other and considering a range of views before responding to the questions of the researcher.

The seven business respondents in the focus group were helpful in providing responses to the subject under investigation and their input relating to economic development was valuable. The interview was conducted during the recess of a chamber meeting in their meeting venue, having secured prior permission from the organizers to sanction this; hence, no problems were encountered in assembling the group (refer to annexure D, page 106 in this paper for questions asked).

### 3.6.1.4 Questionnaire Survey

Questionnaires were used as one of the data collection techniques and the focus was only being used on nine (9) randomly selected villages. The samples were only focused on the 44 randomly selected households in Thulamela Local Municipality. The purpose sampling method was adopted to ensure that only relevant people were selected and questioned. As for the research resolutions, questions were directed towards the owner or household heads from each selected household. The questionnaires consisted of the various sections. The information received assisted in getting the whole background of the selected households and unemployed youth who are dwellers of randomly selected villages. The information gathered was used to formulate the recommendations for the study area.

Before handing out the feedback form to the respondents, the student granted overall acceptance regarding the surveys by receiving permission from participants in contributing towards the research. Furthermore, the researcher recognized certain participants who were experiencing difficulties while responding to the questions using the English language and disregarded administering the questionnaire, hence allowed those to pencil their responses in their vernacular (mother tongue language), whilst answers were subsequently translated into English. Then again, participants were permitted to take the surveys to their household in order to allow them enough time to fill in the feedback form and as extensively as they possibly could. The biggest issue that the researcher experienced was the fact that the respondents were finding the questionnaire rather lengthy and were often reluctant to pencil in the responses by themselves. Thus, sometimes the researcher had to resort to phrasing questions in the local language and requesting local high school pupils to assist in writing down responses, especially for the elderly. Concerning unanswered questionnaires, the respondents did not turn up when questionnaires were collected and could not be contacted. However, questionnaires that were returned comprised a sufficiently representative sample.
This data was necessary in order to recommend some strategies in change management, service delivery, job creation and other projects that the municipality will be embarking on in the near future. (Refer to annexure C, under notes part 1 to part 4 in this paper for questions asked).

### 3.6.1.5 Documentation

The investigator also worked with industrial documentation sets in order to be able to attain additional information regarding the research. Those kinds of detailed information used for such a purpose as this was authorised data from the local municipality, such as:

- Integrated Developmental Plans (IDP, 2014/5 -16),
- Annual Budgets (Thulamela IDP, 2014/5 - 16),
- Municipal policies and by-laws; and in addition, the

In agreement with Welman, Kruger and Mitchell (2005: 151), one should expect for non-response related issues within an ordinary environment of such approved results as well as record biases. Their highest rewards appear to be effortlessness and an incorporated lower rate of non-responses whereas attaining them remain specifically valuable for a great-measure of investigation. The entire artefacts applied were valued and easily accessible in the media site as well as from the Thulamela Local Municipality website.

### 3.6.1.6 Field Observation and Surveys

The researcher approached Thulamela Local Municipality offices and arranged for interviews discussion schedules for different departmental executives. The investigator sought an assurance of thorough commitment with eagerness towards protocol as well as a level of competence as demonstrated by the municipal officers including administrators and personal assistants to the executives who manage the investigation process. Furthermore, the student visited the local communal service stations in order to observe ways and means by which the public received support from the local municipal workers. The overall intention of the investigation was to enable to gain a chance in scrutinizing and keeping confidential, matters concerning the municipal processes while delivering an expected service to the community.

The researcher conducted the field surveys for a period of six (6) months on a number of potential service delivery projects and job creation activities around Thulamela Local Municipality. The following specific data was considered through the survey (e.g. economic slope gradient, the number of unemployed graduates and potential sites for future consideration). The surveys were also done in Thulamela Local Municipality in order to get information on the ecological settings of the area and various human activities around the study area.

### 3.6.2 Secondary Data Collection Methods

The Central Statistics document for Population Census was used to get information on the demographic profile of the Thulamela Local Municipality, concerning their economic profile, source of income and population size. This helps in determining the percentage of the people in the community who are currently working and breaking down into gender and age group of the population under study. It also provides a summary of the working potential in the municipality. The investigation also tried to relate the gaps in change management policies towards the
promotion of sustainable job creation and rural development. Other documents that relate directly to service delivery as well as forms of poverty alleviation and local economic development at both national and local levels were also reviewed as it formed part of the literature review.

3.6.2.1 Techniques of Data Analysis

The analyses were both qualitative and quantitative, and were assisted by applying a Statistical Package for the Social Sciences (SPSS).

3.6.2.2 Problems that were encountered

- Identification of the youth that may need to be trained in various job opportunities to form cooperatives / SMME, so that they can assist the municipality to implement job creation programmes. The whole process tends to be biased due to the municipal environment that they are operating on.
- Quite a few participants failed to respond the whole interviewer’s queries.
- Lack of finance: it was not easy for the researcher to undertake fieldwork for a longer period since the researcher struggled to receive any financial assistance to undertake the study.

Despite problems mentioned, attempts were made to satisfactorily achieve the objectives and hypotheses of the study.

3.7 Data Analysis and Interpretation

The examination concerning the quantitative gathered information was arranged with the application of Microsoft Excel. A use of a PC permitted the student in designing charts in order to demonstrate the research results. When every interview was conducted, the investigator pencilled the responses in a notebook and after that prepared collated data in order to conclude if there were some specific tendencies, discrepancies, conflicts as well as lines of incorrectness concerning delivered evidence. Such results remain a concurrence in determining whether the information appropriately responded to the investigation queries as demonstrated. It incorporated descriptive examination regarding the data selected from qualitative research. Based on collected information, the investigator was proficient in drawing the conclusions, which subsequently generated some recommendations.

3.8 Conclusion

During this section a thorough analysis regarding suitable study approaches and documents of data gathering methods was applied in order to explain the concept of change management and its state of affairs within Thulamela Local Municipality. A sequential application of diverse approaches was chosen since the quantitative and qualitative study approaches remain balanced instead of other different methods. Consequently, a mixture of such methods assisted in the improvement and development of existing information through completing the gaps that are designed using an extraordinary methodology.

Once a target group was classified, a randomly easy and purposive selection of methods was considered while choosing the participants towards the research; and unstructured interviews, focus group interviews, including questionnaire review, information and non-contributor comments were used in order to collect applicable information. The researcher was guided, most
generally, by the interpretive perspective, epistemic imperative of science, and precisely by Alvesson’s (1996) situational method.

An informative perception pays more attention towards understanding the significance as well as a traditional member’s perception, including the ways in which such values are discussed. Additionally, while collecting information, the participants’ agreement was maintained. During publication of study results, privacy, confidentiality and self-respect of the participants remained sensibly secured. The data collection procedures used both obtrusive and unobtrusive techniques, which were also anticipated in producing a comprehensive, consistent and balanced report on the conclusions concerning the lack of effective and efficient service delivery attributed to poor management and organization methods, strengths and indistinctness of the Thulamela Local Municipality administration. Based on the collected information, the investigator was proficient in drawing the conclusions, which subsequently generated some recommendations.

In the subsequent chapter, a vigilant and thorough implementation of examining and interpreting the collected information will be clearly revealed while retaining the methods implemented during this section.
CHAPTER FOUR: FINDINGS, RESULTS AND DATA ANALYSIS

4.1 Introduction

This section presents findings and analysis of change management strategies implemented by the Thulamela Local Municipality as well as its discussion. Findings in this research were meant to establish the strategic change management practices adopted by the municipality and to determine how the practices implemented influenced service delivery by the Local Government. The researcher collected both the primary and secondary information. The qualitative information was exposed to a gratified investigation and the student designed the questionnaire which allowed participants an opportunity to freely express their opinions in order to achieve the results.

Since in the earlier section the data collection methods were implemented, significant information applicable to the research, the requirements of the following stage is to evaluate as well as comprehend the collected information. Such comprehensive methods involved an examination of every single feedback within the survey including the responses as received during discussions while standardising as well as thoroughly summarising such a report.

During this chapter, formerly, both quantitative and qualitative examination as related to the study results was revealed. All participants are contained in three groups, i.e. community, municipal officials in the Thulamela Local Municipality as well as local business communal. All community members presented their feedback in the form of a survey that was used to outline the assessed feedback of each participant, as equally quantitatively and qualitatively, while the data from municipal officials and business people was subjected to qualitative analyses and then triangulated to display a high degree of validity, consistency and reliability.

4.2 Quantitative Analysis

4.2.1 General Public – Respondent Profile

4.2.1.1 Residence

![Residence](image)

**Figure 4.1 Percentage of respondents in area of Residence**
Figure 4.1 shows the fact that the highest number of participants are urban dwellers, which is 61% of those who responded compared to 39% comprising the (tribal) rural dwellers. This was because the urban dwellers were mainly the direct recipients of most municipal services and were therefore found to be within an advantageous position in order to elucidate a local municipality operation. However, urban dwellers were found to have households in rural areas as well and were very much in touch with what goes on in the rural areas.

4.2.1.2 Gender

![Figure 4.2 Percentage of respondents as per Gender](image)

The figure 4.2 illustrated above displays the fact that only 55% of the respondents were found to be female, while males comprised 45% of the respondents. This was found to be in line with the population figures as revealed by the Thulamela Municipal IDP (2015-16/7).

4.2.1.3 Age

![Figure 4.3 Percentage of respondents by Age](image)
As illustrated in the figure 4.3, only 12% of participants are of age below 14 years, 68% were between the ages of 15 years and 64 years and a further 20% are from age 65 years and above. Thus, the majority of the individuals who participated were within the ‘economically active category’ as categorised in the Thulamela Municipal IDP (2015-16/7).

4.2.1.4 Education

![Education chart](image)

*Figure 4.4 Percentage of respondents by Level of Education*

The figure 4.4 demonstrates that a majority of the respondents had high school education post grade 9 (37%), 28% had some higher certificate or special post-high school course, whereas 15% had a degree or diploma. A very small number of respondents had done postgraduate studies (5%). Only 16% of respondents had education below Grade 9 level.

4.2.1.5 Employment Status

![Employment Status chart](image)

*Figure 4.5 Percentage of respondents by Employment Status*

Figure 4.5 displays the employment status with 30% of the respondents being employed, 45% self-employed and 25% unemployed. According to the Thulamela Municipal IDP (2015-16/7), Thulamela local municipality implemented a programme planned to impact throughout
2015/2016/17 of the financial year saying they are all set in guaranteeing the delivery of quality service as well as an official revolution in terms of change management, public financial growth and local government growth including a formal conversion, ethical leadership and community involvement.

4.2.1.6 Total Family Income

![Figure 4.6 Percentage of respondents by Total Family Income](chart)

The family income groupings were done according to the Thulamela Municipal IDP (2015-16/7). The figure 4.6 indicates that among 48 respondents, thirteen (27%) received a family income in the R 1 – R5 200; R5 201 – R10 400 and R10 400 – R22 000 p.m. categories respectively. Thus, the bulk of the respondents earned less than R 22 000 per month, which indicates that an enormous majority of the households were dependent upon social grants and old-age pension grants in order to maintain their families. Nine respondents (19%) indicated that their households received incomes in the R158, 801 - R309, 400 p.a. categories and this specifies those households where all the companions exist as specialists, e.g., nurses and educators including those who work for themselves usually by running minor trades within their yards.

4.2.2 General Public – Change Management and Basic Service Delivery Indicators

In the following section, the findings of the general public’s observations of the municipality change management performance concerning the distribution of tangible basic facilities to the communities concerned is presented. Individuals from both rural and urban communities were interviewed and their feedback is summarised.

4.2.2.1 Sanitation

According to the bar chart on figure 4.7 below, 68% of the respondents are dependent on pit toilets for sanitation, 26% are using flushing toilets, whereas 6% point out not having any sanitation services at all. A lack of sanitation facilities was mainly due to the municipality change management and the fact that some toilet-initiated building projects (especially in rural areas) which were never concluded because of poor governance and corruption, leaving many
residential homes without toilet facilities. None of the respondents indicated making use of buckets or septic tanks. Respondents from urban areas indicated that there were frequent bursts in sewage pipes, which sometimes take time to be repaired. With that still not improved, issues of safety and health within the community are still a big challenge.

![Sanitation Chart]

**Figure 4.7 Percentage of respondents by Sanitation**

### 4.2.2.2 Access to running (Tap) Water

![Access to Tap Water Chart]

**Figure 4.8 Percentage of respondents by accessing tap water**

The figure 4.8 above displays that 57% of the respondents admitted to having running tap water and 43% did not. This was due mainly to the fact that most of respondents were from urban areas where they have adequate water supply to their homes. Those, who did not have running water were from some rural households where they are normally depended on water from springs, boreholes, rivers, dams and personal water tanks. The respondents indicated that other areas qualify and are mandated to receive a 24-hour supply of water but there are still individuals of whom are actually prohibited in receiving such fundamental needs since they fail to reimburse charges as related to the public centred organisations. There were some rural dwellers, however, who admitted to having access to running water in the form of communal taps. Nonetheless,
they claimed that the supply in these taps was unpredictable since it was common for the taps to be faulty and therefore they end up not receiving any water supply for long periods. In such cases, they ended up having to depend on springs and rivers for their water supply. Additionally, respondents in the urban areas also indicated that their source of water is always their main concern and reported that they are often receiving a less quantity of water and had to depend on the Department of Water Affairs to supply them with water for basic home use.

4.2.2.3 Payment for Water Services

![Water Services Payment](image)

The figure 4.9 shows that only 22% of the respondents indicated that they get regular billing and actually pay for water supply. The amount paid by these varied according to their meter reading and water consumption. Other urban respondents, especially those residing in the township and informal settlements point out that they did not pay for water since they are not receiving any regular billing. Besides, some respondents felt that they did not have to pay since their water supply would never be cut. Water was also free to those rural communities who relied on communal taps, water tanks and natural sources like springs, rivers and dams.

4.2.2.4 Refuse Removal and Waste Collection

![Removal and Waste Collection](image)

The majority of the respondents (69%) reported that they do not have any municipal trucks to collect waste and refuse from their homes. In such communities, the community members dig
holes in which they burn their own garbage. With the 31% of residents who reside not far away from town having indicated that they did receive service from the municipality. However, since change management implementation, there was an agreement that the service was rather irregular and unreliable, resulting in the communities also having common dumping sites where they convey their refuse and burn it.

4.2.2.5 Gravel Main Roads, Street Roads, Pavements and Storm Water Drains

![Figure 4.11 Percentage of respondents by condition of Road Infrastructure](image)

Figure 4.11, an overwhelming 78% of respondents felt that the condition of gravel main roads, street roads, pavements and storm water drains in the municipality was extremely poor. Only 22% felt that the condition was fair. Furthermore, all the respondents felt that the condition of these facilities has generally continued to decline over the past ten years from 2005 to 2015 while the Thulamela Municipal IDP (2015-16/7) claims that 43.9 km of gravelled roads were well maintained and processed with 14.6 km which covers new roads were also constructed in the 2013/2014/5 financial years. Most respondents blamed the condition of these facilities on the municipality failure towards providing the community with adequate quality services and poor change in overall management. Rural respondents reported a complete neglect of rural roads. In urban areas, respondents felt that there was a need for revamping and in addition, a continuous maintenance of these facilities.

4.2.2.6 Electricity

When it came to the provision of electricity, not all respondents in rural areas reported to have electricity in their homes. An overall (18%) of households were still not receiving electricity and the municipality claims that it will be a project since their households are built far away from the electric pole. Hence, others indicated that there had since been a major growth concerning the total number of homes with electricity within their communities. The majority of household are still using a prepaid electricity supply.

According to Municipal IDP (2015-16/7), Thulamela Municipality advises the community that the municipality receives an additional assurance from former business organisations
concerning the electrical energy connection issues and reassures the community members that a Common Electrical Energy distribution is planned to be accomplished towards end of the 2017 financial year. However, there were problems of regular power supply disturbances, which sometimes took days to attend to and a tendency for the municipality to issue extremely high bills. Electricity supply was reported to be most prone to interruption in the event of rains, thunderstorms or wind, resulting in serious inconveniences for the communities especially the ones who initiated businesses from their homes.

Figure 4.12 Percentage of respondents by Accessibility to Electricity

4.2.2.7 Housing

Figure 4.13 Percentage of respondents by Types of Housing

Figure 4.13 shows an equal number of respondents (46% each) owned either formal dwellings in urban houses or rural type houses. Only a small fraction (8%) claimed to own informal houses. All the respondents expressed an opinion that they felt the municipality was not doing enough to ensure that community members have access to adequate housing. The Municipal IDP (2015-16/7) indicated that the house allocation for the financial year 2015/2016 is 2 331 with another fifty alternative settled households. However, in rural areas, people still relied on building their own houses, without any government assistance.
All the respondents claimed that since the application of change management, the municipality did not appear to know the extent of the need for housing in their communities. To this effect the respondents claimed that even the ward councillors were for the major part of their term, ‘unnoticeable’ in the community and only approached them close to the election time. The general opinions shown by the respondents were that the municipality seemed isolated from the communities they served. In addition, the small efforts made to provide housing, were concentrated in the urban sections of the community and there seemed to be no sign or clear programme for providing housing in rural communities who were in the majority. All the respondents rated the provision of housing in the municipality as very poor.

4.2.3 General Public - Public Participation

The bar chart in Figure 4.14 indicates that 48% of the respondents claimed to have attended community meetings organized by the municipality. Those, who did attend the meetings mentioned that the issues mainly discussed in such meetings, included those related to their desire to have better delivery of services such as waste removal, social grants, construction of roads, infrastructure and housing.

A total of 52% of community members were uninterested in participating in the community gatherings and also mentioned that they did not see a point of been part of those meetings since the municipality continues to fail in achieving their assurances. Furthermore, the community members also mentioned that the municipality never considered their time availability when setting up those meeting request (for instance, the communal gatherings were usually prepared to gather by sunsets on Sunday and by that time several individuals were busy arranging and getting ready for work by the sunrise) whereas some residents have difficulties in transport accessibility since where they stay, public transportation finishes earlier on Sunday and the majority of residents do not have their own transport. Additionally, the meeting venues were inaccessible, especially to those who had no private transport and to those with disabilities. The notifications of meetings were also poorly distributed, resulting in many people not knowing about meetings at all and sometimes the meeting request was issued within a very short notice.

Figure 4.14 Percentage of respondents by Public Participation
4.3 Qualitative Analysis

Having taken a peek towards the quantitative examination concerning the reactions of all the participants, the next step of the investigation concentrated on the subjective parts of their feedback to the extent that the impact of change management in service delivery and administrative issues are concerned.

Based on the value of the service received from municipal offices, the overall population and business participants sensed that production of quality services was rather underprivileged or enormously deprived hence considerable responsiveness should have been focused on the manner at which the municipal workers took care of the overall population. Participants also asserted that the municipal officers have a propensity for special treatment as related to their companions as well as family members, whereas old, uneducated people and those individuals coming from rural areas were largely ignored. This was despite claims by the municipal officials that the municipal IDP had been indicated as the third best in the country for three consecutive years. It thus summarized a “Vision 2030”, which claims to accomplish a municipality prominence while promoting a metropolitan generation and far-reaching country advancement by improving the quality of lives for all. They have also claimed that by having several public meetings causes a broad commitment with the community members, which flows from shareholder’s seminars, for example, customary leaders’ meetings, mayoral communal involvement as well as communal involvement outreach programmes as a component of IDP processes through assisting in the effective production of quality services during the process of evaluation. It also indicated that a 15-year strategy that stipulated the growth path for the municipality and Neighbourhood Development Grant-funds granted by the National Treasury in support of the municipality’s change management programme also strides towards improving service delivery. To add momentum to the claims of the public and the business respondents, the researcher observed a general lack of efficiency amongst some of the municipal workers. To quote an example here, the researcher reserved appointments with two senior officials for interviews, however, during the time period of such meetings, one of the municipal workers happened to be absent due to the officer attending to new issues within the municipality hence the meeting between the investigator and the official had to be cancelled. The other official had gone to attend another meeting, which was scheduled for the same time.

According to the municipal manager, there was a project venture to improve the infrastructure in the town. This development encompassed the re-clearing in the city roads as well as the establishment of new city road lights. An example of the Greater Tubatse was used as an approach to get funding from National Treasury. Regardless of this, the overall population yet emphasise the fact that the production of quality service within the Thulamela Local Municipality mostly remained sub-standard, more especially within the regions of manufacturing and street development, water pipes groundwork, sanitation and provision of housing. The purification of drinking water was also observed by some respondents not to be up to the required standard. The business community, comprising individuals who had businesses in the municipality for periods of more than 18 years, also complained of the poor state of public facilities, neglect of roads, lack of adequate municipal policing and a lack of control or inadequate by-laws to control informal businesses. Because of this lack of control, there was a general lack of economic growth, leading many prominent business practitioners to move their businesses to a better and more successful area like Louis Trichardt (Makhado) and thus, rated their municipal services as generally poor and negatively affected their businesses.
The public and the business community concluded by saying that a general absence of skilful and qualified employees within municipal departments, in addition, they continuously claim that in order for someone to get a job inside the local municipality, that individual should have a civil association in the local government. According to the business community, political appointments were employed without any due processes carried out. These suspicious employment processes were, therefore, seen as a grounds for corruption, since the personnel staffing important departments were not sufficiently qualified to occupy those positions and as a result, they lacked the required expertise necessary for the positions. In admission of the problem of inadequately skilled personnel, the municipal officials mentioned that the municipality had inherited those workers from a previous administration and was in a process of change management by recruiting new, adequately skilled people. The municipality, however, faced tough competition from more successful municipalities nearby, which attracted the most skilled people. Furthermore, the officials felt that the municipality was not receiving a sufficient budgetary allocation from National Treasury that would assist in empowering them while satisfying the requirements of every sector of the municipality as well as ensuring that responsibilities are effectively executed. The business community argued, however, that the impact on change management and shortage of revenue in the municipality could not be placed directly on the national government, but mainly on the insufficiently financed structures and poor management approach performed by the municipality, that also led to an uncivilized default of services, coupled with unproductive duties in terms of their collection approach.

According to the community, an important area which required a massive improvement was the public involvement towards issues concerning an overall local municipality change management. Since communal involvement was comprehended as being insignificant it left most individuals unaware of the local municipality’s accomplishments, which it failed to implement their concepts into actions by the time when significant resolutions were passed. In order to develop public involvement, respondents suggested that the public seminars must remain personalised since local governments tend to disagree, and as a result, societies feel disheartened to participate in such seminars. On participating, business people were of the opinion that they were not afforded a meaningful contribution towards modelling the change management and economic development agenda of the municipality.

They felt that there was only ‘shallow’ consultation with them on matters of change management and economic development, which served only as a compliance exercise on the part of the municipality while formulating the IDP. Only certain individuals were said to be included in the formulation of plans, while the majority of the business chamber was not included. The business community felt that they should be made to perform an important role, if not the leading role in the local economic development (LED) of the municipality and should not only be consulted to approve what had already been formulated. They felt that there should be a formulation management change in terms of public private partnerships (PPP) within the municipality to deal with a number of issues, which would improve service delivery.

Concerning suspicions of corruption against the municipality, the public and business community felt that there was gross corruption as practiced by the local municipality. By way of proof used to validate everyone’s doubts, the below cases were cited:

- water and housing projects that were never completed in Malamulele and Vuwani;
- service delivery not serving up to the expected standard due to change management;
- shortage of facilities in the communities;
negative impact of change management which cannot be resolved to address service delivery challenges;
food parcels given to relatives and friends by ward councillors;
occupations as well as propositions presented to the family members and acquaintances of the municipal manager including government careers; and
the said people (friends) retained in project jobs even though their contracts had expired.

They also complained that the local business people did not benefit from tenders within the municipality, where outside suppliers and sometimes political ‘comrades’ disguised as service providers were often preferred. In response to these allegations, some municipal officials admitted that there had been such tendencies in the past as indicated by some pending court cases involving past municipal officials. However, the municipal representatives claimed that the local government is in the progression of articulating an Anti-Corruption Plan, of which during the interview meetings, it had still not been implemented. The municipality executives had taken into account the inventiveness in having their personal change processes in order to allay dishonesty caused by change management, for example:

- vehicle use policies were in place;
- physical verification of employees was carried out;
- methods used in controlling workers entry concerning the municipality strategic possessions; and
- a relaxed entry strategy that is used to inspire the public participants to visibly getting involved and speaking out about practical issues regarding mismanagement.

The municipal officials received their key successes by attaining a ‘qualified’ Auditor-General’s report in the 2015-2016/7 Report on Local Government because of the Action Plans they put in place, the establishment of a ‘Clean Audit Committee’, and an Internal Audit Unit. However, the business community expressed uncertainty about the improved report alleging that the use of consultants, coupled with an organised ‘modifying’ of the books, could have been the reason and not necessarily an improvement in the way the municipality operated. The business community claimed that a non-existence in terms of responsibility from the municipal officers as it continues to advance suspicions of corruption levelled against them. In cooperation with the community members, they have recommended that efforts must be practiced with the aim of developing the liability as well as clearness towards the running of the municipality. Community members also demanded that it is the municipality’s responsibility to care for the public and not of the government.

Finally, the community members and the business community cited that political quarrelling amongst the municipal officials; especially the political office bearers in the municipal council ruin the service delivery agenda of the municipality. As a result, a common change within the local government leadership led towards the lack of stability within the administration as well as numerous exclusive authorised practises which negatively affect the implementation of quality service delivery. The municipal officials agreed that there were indications that the politics-administration boundary may have had an opposing impact towards the previous municipality processes, ineffectively influencing the delivery of quality service in many cases; however, the public rejected such claims saying that such practises actually remain in force.
Amongst others, the concerns from the Vuwani and Malamulele communities seeking their own separate municipality. The municipal officials advised the communities that the board of demarcation is currently dealing with this matter. The officials also declared that workshops conducted by SALGA helped equip the officials in ways of managing the boundary. The overall indication that if the people’s demands continued, the local municipality maybe influenced as well as controlled through governmental authority and not enough was done to remove the municipality of this flaw.

4.4. Conclusion

From the data gathered, change management by both the public and the business community showed that a noticeable and uncomplicated service distribution facility, such as in the circumstances of streets and infrastructure, waste removal, and others was terrible. This gave a general sign showing the local municipality failures to remain effective in delivering such services to the community in an acceptable and reasonable way but rather continue selling dreams to its communities. Attempts by the municipality to address these concerns through their ‘Change Management’ programme only seemed to be a drop in the ocean and concentrated on only a small section of the municipality. Therefore, the move was only seen as an attempt in hiding the real problems within suburbs, townships as well as rural spaces in the wider municipality.

Public participation also seemed to be an area of great concern, since the public respondents and the business community were not aware about its change management implementation. Public meetings appeared to be poorly organised and not well attended, a situation the municipality was not seen to be working hard enough to reach a resolution. The opinions of the business sector were also not incorporated into the municipal IDP and this failed to significantly perform well in encouraging financial development within the municipality. The situation increasingly advanced perceptions of corruption and maladministration as well as suspicions due to a lack of transparency and accountability. As a result, public trust deteriorated so much that even the improvement in the Auditor-General’s Report for the current season (2015-2016/7) was understood as a manipulation of books, continued utilisation of consultants by the municipal officials instead of an improvement in the management and administration of the municipality.

Additionally, the public and the business sector observed that there had been continuous political tensions and conflict among the municipal officials and office bearers, a situation observed to cause uncertainty and negatively affect the manner in which the normal business of the municipality was conducted. The municipal officials agreed that such a situation had given them problems; hence, there had been attempts by institutions like SALGA to workshop the municipal officials in ways of managing the change and politics-administration boundary.

There was a perception that municipal officials were employed through political associations and not necessarily through skills, abilities and qualifications; which resulted in the officials not performing as anticipated in their duties, severely hampering service delivery. The municipal officials agreed that they have a general shortage of skills within the municipality, hence change management, but whether this was due to the non-existence of such skilled people in the area was a subject of differences of opinion amongst the community members and the municipality officials. The business community and communal members felt that such skilled people did exist in the community but were not being given a chance to show their abilities. On the other hand, the municipal officials felt that skilled people were leaving the area, preferring to accept employment in the more prosperous nearby areas like the Makhado City Municipality.
Finally, the municipal officials were assured of achieving distinct change management improvement in the performance of the municipality. Several indicators to this scope had been observed including, amongst others, a ‘qualified’ audit opinion in the 2015-2016/7 Auditor-General’s Report. However, the challenges that faced the municipal administration continued to inspire the public that such credit was not experienced through tangible improved service delivery actions to ensure achievement in sustainable economic growth.
CHAPTER FIVE: DISCUSSION, RECOMMENDATIONS AND CONCLUSIONS

5.1 Introduction

The investigator was attentive in assessing change management impact in service delivery within the Thulamela Municipality as a method applied to improve the delivery of quality services as well as backlog reduction. By doing that, a municipality guarantees a sustainable distribution of quality services and job creation to the community. The overall section presents the conclusion, recommendations as well as implications.

Section 152 (1) (b) of the Constitution of the Republic of South Africa 1996, decreed that the Local Government is merely available in assisting the local community in guaranteeing the delivery of quality services in a maintainable way. When the municipality fails to accomplish such responsibility, it causes problems for communal members and challenges the government’s effort in guaranteeing that every individual is provided with the requisite and expected services regardless of gender, colour, belief and race. This research pursued to discover all issues and difficulties that challenge the Thulamela Local Municipality as well as the impact of change management in the delivery of such services whilst suggesting the methods and resources of bringing solutions to the difficulties encountered. Subsequent to numerous announcements by the organizations, including, the Special Investigations Unit of where there was proof of corruption and it was pointed out as a major cause which negatively affected service delivery in the municipality. Based on the attempt by the provincial government to invoke Section 139 of the Constitution of the Republic of South Africa (1996) on the local government and on the grounds that the same allegations concerning corruption. This chapter presents the conclusions, findings and recommendations.

5.2 Recommendations

As a result of serious problems raised in this research, this study underlined all the challenges faced with change management as well as service delivery. The student understands that the following observations may definitely help while refining the importance of quality service delivery within the Thulamela Local Municipality:

a. An overall responsiveness must remain attentive towards constructing a pure diplomatic affairs division, which completely recognises individual character and performs effectively in order to organise as well as complement management change inside the local municipality along with the rest of the government’s scope. Such determination can promote excellent operational affairs between; e.g., the Local Department of Provincial Government and Traditional Affairs allowing teamwork and bonding support when needed, by sidestepping battles of misunderstanding as well as the governmental intervention, which interrupts and discourages considerably the required delivery of quality service. This must be accompanied by the professionalization of the Thulamela Local Municipality, clearly by defining the management responsibilities as compared to that of governmental representatives and discouraging interference concerning the final decisions by the overall administration within the local municipal authority. This must involve ensuring that appropriately skilled employees are completely hired according to excellence and remain in contact with team members from different units within the local municipality intending to guarantee development within a comprehensively productive and successful local government.
b. By the necessity of good governance, it becomes necessarily very important when municipal managers communicate about a healthy public Anti-Corruption Strategy, which merges with the provincial government’s strategies. It is essential since dishonesty and municipal misconduct has the possibility to badly affect each improvement achieved by the local government or something that is going to be achieved within the local government’s public scope, which significantly clouds efforts concerning the delivery of quality services. Furthermore, this also plays a significant part in terms of building a positive reliance from management, which stimulates the community’s self-assurance. Therefore, social, economic and methodological aspects must be seen as a necessity to improve the delivery of quality services. Employees who are capable and experienced should occupy all unfilled positions and this must be arranged as a way to achieve a well-organized services delivery. The act of favouritism and dishonesty trends regarding the allocation of tenders must be avoided as it holds a basis for failure to provide quality service and that influences vicious strikes within the community.

c. The aforementioned points are significant in inspiring a bigger involvement in the entire participants, including, the community and corporate region within the municipal planning, development and changing organisation. The community members should be allowed an opportunity to get involved in public participation since local municipalities exist to work for the community. Each individual should be fully aware of their privileges so that they can rise up whenever their rights are being mistreated. Once community members have been allowed an opportunity to contribute in decision-making processes, it enables them to be supportive and maintain the municipality accomplishments. A non – involvement of the municipal workers is also pointed out to be the main reason why municipal development fails to succeed. In that respect, increasing levels of community involvement, discussion with community members must be made about the times suitable to everyone including the locations of community gatherings as an objective or drive in developing and broadcasting the municipal growth. The public corporate meetings may be conducted by panel discussion and by connecting those involved in public trade with the commissions tasked to create public financial growth plans. These will serve to reduce the consultation of only a few individuals for contribution on matters of the municipality but rather amplify the opinion base that informs all imperative decision making and the developmental agenda of the municipality.

d. Debt recovery as well as income collection methods should be upgraded in order for the local municipality not to seriously depend on the financial distribution that originates from National Treasury. In this respect, the municipality must be determined to get involved in learning all the techniques, which affect municipalities that have practiced and familiarised themselves as a way to improve their own approach. To this effect the municipality must draft a Credit Control, Debt Collection and Indigent Policy that can be used as a communication tool as per section 96 (b) of the Local Government: Municipal Systems Act, 2000 which has shown to be effective in other areas like in Lois Trichardt (Makhado). A general culture of payment for services rendered should thus be developed, and this can only be possible when efforts to improve payment are fixed with developing a trustworthy municipal leadership. Hence, a great deal of transparency and accountability that exceeds the political connection has to be inculcated into the municipal administration. The non-existence of economic capital results in uncovered debts, therefore, every local government must establish and follow the debt recovery
strategy. The public as well as the provincial government must be communicated with as a means to deliver additional resources in order to purchase resources and change a long-standing organizational structure.

e. In conclusion, the study identifies critical areas for further research. One such area is the concern about lack of or poor economic growth within the municipality. Even though one of the reasons, provided by the business community, was poor governance by the municipal officials, this area is still extensive and open for further research to verify this accusation and possibly identify other contributing factors. The issue of interest in this regard is whether there are any lessons to be learnt by other municipalities and public institutions, which still battle to report effectively for their public financial stewardship from the experiences of Thulamela Local Municipality. The local government must learn to hire or subcontract those that will assist in performing some municipal duties while encouraging productivity. Through subcontracting, there will be selected services whereby community members will benefit in terms of job creation.

5.3 Conclusion

The conclusion that has been drawn from this objective research are that the municipality is succeeding in its change management due to the creation of awareness and understanding for the need of change to all community members. The benefits of a successful implementation and the decision to implement change was considered largely intangible in nature as it took effect in behaviour and accomplishment within the Local Municipality. The management at the Local Government took change as essentially about people and not theories and ideas, and the results of change were comprehended visibly in matters of aspect by community members.

The Thulamela local municipality has experienced difficulties in relation to change management and the delivery of quality service. The local municipality uses the IDP as a method and technique to defeat such difficulties they were encountering. The IDP shows that the challenges experienced may be in existence for the anticipated events about to happen. The limitations illustrated refers to a failure in achieving resources while guaranteeing the delivery of the required services to the community. The investigator also noted that the local municipality was rated as undervalued in their finances. However, to improve the delivery of service, the local municipality must end their service contract with the private service providers. By ending such contracts, the local municipality will reduce the expenses in terms of maintaining and managing the municipal offices.

Such development reassures the contribution of the private sector in providing employment to the public, which resulted in delivering a required service to the community members. Regardless of all challenges experienced by the local municipality, there are accomplishments to be recognised which consist of amongst others, a delivery of water pipes within 200 meters of houses in addition to the creation of boreholes and flood river bowls, just as a reference to some examples.

Chapter One of this research clearly summarises the research study overview, which makes it easy for the reader to understand and have a complete idea concerning the study being evaluated by the student. This entails the research problem statement, the objectives of the study including its implications, the study methods and planning approach, study delimitation and moral considerations.
Chapter Two dealt with the reviewing of literature. The purpose of this section was to offer a diverse number of collected works from different sources giving evidence confirming that the problems under examination are actually critical and that actions to quickly fix such challenges should be taken into consideration. In this section, a literature review adopted a diverse number of collected works concerning the multi-dimensional viewpoint in change management, service delivery and governance’s conceptual and theoretical underpinnings. From the writings, it emerged that change management either from a larger degree within a business change or else governmental dishonesty in a lesser degree; dishonesty will always likely have the ability to:

- incapacitate the delivery of quality service,
- destroy the government supervisions,
- delay business and economic development and
- deny the residents a chance to enjoy what democracy has produced.

These writings also showed that the essential features of change management within good governance include:

- accountability,
- ethics,
- trust,
- participation,
- rule of law,
- honesty,
- accessibility and fairness.

Such features may be applied as a measure to investigate and comprehend if the public officials are excelling in performing their tasks accordingly. By doing so they remain positive as a means to provide an efficient and effective delivery of service to the community.

Chapter Three paid attention to a study design as well as the types of methods applied throughout the interaction with all the participants. This section gives comprehensive steps on how the participants were selected from an employed data collection processes. A consecutive practice of diverse approaches was chosen as qualitative and quantitative study approaches were perceived to remain different instead of aligned methodologies, in addition to, applying together prominent and unobtrusive collection methods. Certain efforts were maintained in order to achieve a comprehensive, consistent and equitable results in the conclusions concerning governance methods, weaknesses and strengths of the Thulamela Local Municipality administration.

Chapter Four of this research provided a sophisticated method for information analysis and data manipulation that has scientifically been put together.

- First, an important problem which arose from the research, established the fact that the impact of change management in service delivery was clearly not meeting the necessary standard within the Thulamela Local Municipality. Political tensions within the municipality leading to uncertain and numerous changes in leadership had an undermining effect on the operation of the municipality. These pressures lead to, amongst other things, legal battles that did very little to enhance service delivery, but rather delayed and intensified it. To this effect, even the provincial government operated
in a manner that worsened the situation rather than improve it through unlawfully appealing Section 139 of the Constitution as validated by the court decision. Due to governmental interference, it came about that even administrative processes like job placements, procurement procedures, tended to be politically motivated, resulting in expected services being provided by those employed with insufficient knowledge to carry out the tasks allocated to them.

- Secondly, even though there was admission of change management on the part of the municipal administration and that there was indeed corruption in the past, as evidenced by pending court cases against former municipal officials, there was very little to suggest that something has been put in place in order to protect the local municipality from such a plague of dishonesty. Hence, the local community members as well as the business community continued to hold onto their perceptions that municipal management continues to practice unethical conduct despite the huge progress recorded in the latest Auditor-General’s Report.

- Thirdly, the public and the business community largely had an experience of being excluded in change management as well as developmental preparation within the municipality, a situation that had a potential in rendering the municipality incompetent of responding to the crucial needs of the community. This had the potential to perpetuate a situation where the municipality lists issues which were not necessarily those of the community. Community involvement is only measured by a voting of district councillors who play the role of being vibrant performers in establishing communal involvement. The public is also requested to join the IDP seminars in order to allow them an opportunity to discuss about their involvement as concerning the people’s requirements. By doing this, the local municipalities remain supported while creating strategies and opportunities which are designed to add value to the public necessities.

- Lastly, the municipality still did not have strict revenue collection and debt recovery systems in place and this robbed them of much needed finances to enable them to carry out improvement projects of delivering quality service to the community. As such, the municipality must be governed by almost fully on the equitable share and government grants as its main source of revenue. This limited the possibility for development, the substantial amount of all available vacancies and maintenance of municipal services and infrastructure. A non-existence of social, economic and methodological capitals destructively impacts the delivery of a quality service to the community. The Thulamela Local municipality currently has 188 unoccupied positions. All hired municipal officers’ duties turn out to be more than what they are capable of performing. As a result, various significant responsibilities fail to be attended to. Therefore, methodological, economic and social capitals are seen as a necessity in order to improve the delivery of quality service.
REFERENCES

141. Wiki 2018. Maladministration meaning and factors; [accessed in June 2017].
ANNEXURE A: PERMISSION LETTER

TO               : TO WHOM IT MAY CONCERN
FROM             : THABELO PORTIA NEMAXWI
DATE             : 05 APRIL 2017
SUBJECT          : REQUEST FOR A PERMISSION TO CONDUCT RESEARCH

The above matter refers:

Permission is hereby requested for a student, Thabelo Portia Nemaxwi, Student Number 201322552, from University of Johannesburg, in the Faculty of Engineering and Built Environment to conduct research in your municipality.

The study entitled “The Impact of Change Management on Service Delivery”: The Dissertation of Thulamela Local Municipality (2014-2018), is conducted as a thesis in partial fulfilment of the degree of Master’s in Operations Management at the University of Johannesburg.

The findings will be available on request upon conclusion of this study. Should there be any enquiries, please do not hesitate to contact the researcher on 071 084 4928 or alternatively e-mail at thabeloportia@yahoo.com.

Thanking you in advance.

Prof Charles Mbohwa          Thabelo Portia Nemaxwi
Supervisor
University of Johannesburg
ANNEXURE B : COVERING LETTER

TO : PARTICIPANTS
FROM : THABELO PORTIA NEMAXWI
DATE : 05 MAY 2017
SUBJECT : RESEARCH INTERVIEWS

The above matter refers:

Thank you for taking your valuable time to participate in this research entitled “The Impact of Change Management on Service Delivery”: The Dissertation of Thulamela Local Municipality” (2014-2018).

The study is conducted by Thabelo Portia Nemaxwi in partial fulfilment of a Master’s degree in Operations Management at the University of Johannesburg. Your participation in this study is voluntary, and all your feedback will be treated with the strictest confidentiality and your identity will not be disclosed at any phase during the examination.

The interview will take about 10-15 minutes to complete and should there be any enquiries, please do not hesitate to contact the researcher on 071 084 4928 or alternatively e-mail at thabeloportia@yahoo.com.

The findings will be available on request upon completion of this study.

Thanking you in advance.

Prof Charles Mbohwa Thabelo Portia Nemaxwi
Supervisor
University of Johannesburg
ANNEXURE C: QUESTIONNAIRE

General Public

GENERAL

Overview
The Thulamela Local municipality’s main and mandated role is to provide and facilitate provision of services for the local community by building prosperity, eradicate poverty and promote social, political and economic empowerment of all people through delivery of quality services, community participation, local economic development and smart administration. It provides services, such as construction and maintenance of access roads and infrastructure, and facilitates provision of services, such as water, sanitation, electricity, access to provincial roads, telecommunications, etc. The municipality adopted strategic priorities during 2014/15/17 financial years that were geared to ensure change management, service delivery and institutional transformation, local economic development, municipal development and institutional transformation, good governance and public participation. The municipality, like any other municipalities in South Africa, is faced with the challenges of change management and implementation of quality service delivery.

Respondents
This questionnaire has been prepared for the participation of the General Public residing in the Thulamela Local Municipality. The General Public have first-hand experience and are in a strategic position to evaluate the performance of the municipality as the main recipients of municipal services and withstand the worst of the municipality’s change management, which results in lack of efficient, and effective service delivery.

Guidelines
Please note that the information gathered during this research will be handled in a responsible manner, within the confines of research ethics. As such, the anonymity, confidentiality and dignity of the respondents will be carefully protected.

Process
The researcher and/or field assistants will administer the questionnaire based on the direct engagement with respondents.

Communication
The researcher will communicate with the respondents in Tshivenda, Xitsonga and English. However, all responses will be captured in English.

Disclaimer
This questionnaire has been prepared for a research project undertaken to accomplish the requirements of a Master’s Degree in Operations Management at the University of Johannesburg.

Your participation will be greatly appreciated.

T.P Nemaxwi,

Master’s: Operations Management, University of Johannesburg, 2017
**Part 1**

**Respondent Profile**

1.1 Do you stay in a rural or urban section of the municipality? Tick the correct option:

<table>
<thead>
<tr>
<th>Rural</th>
<th>Urban</th>
</tr>
</thead>
</table>

1.2 Gender (tick the appropriate block):

<table>
<thead>
<tr>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
</table>

1.3 Home language (tick the appropriate block):

<table>
<thead>
<tr>
<th>Tshivenda</th>
<th>Xitsonga</th>
<th>English</th>
<th>Other (Specify)</th>
</tr>
</thead>
</table>

1.4 Age bracket (tick the appropriate block):

<table>
<thead>
<tr>
<th>0-14 years</th>
<th>15-35 years</th>
<th>36-50 years</th>
<th>51-60 years</th>
<th>+65 years</th>
</tr>
</thead>
</table>

1.5 Employment status (tick the appropriate block):

<table>
<thead>
<tr>
<th>Employed</th>
<th>Unemployed</th>
<th>Self-Employed</th>
</tr>
</thead>
</table>

1.6 Indicate your level of education by ticking the appropriate block:

<table>
<thead>
<tr>
<th>Below Grade 9</th>
<th>High School</th>
<th>Certificate or Special Course/S</th>
<th>University Degree or Diploma</th>
<th>Postgraduate Degree</th>
</tr>
</thead>
</table>

1.7 Total family monthly income (tick the appropriate block):

|-----------|-------------|------------------|------------------|------------------|------------------|-------------------|-------------------|-------------------|---------------------|---------------------|
Part 2

Impact of Change Management on Basic (Tangible) Service Delivery Indicators

2.1 Sanitation

2.1.1 What type of sanitation facilities exist in your community?

<table>
<thead>
<tr>
<th>None</th>
<th>Vault Toilets</th>
<th>Flushing Toilets</th>
<th>Portable Toilets</th>
<th>Pit Toilets</th>
<th>Other (specify)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

2.1.2 In the case of Pit Toilets and Portable Toilets, how often are the toilets serviced (emptied by the municipality)?

<table>
<thead>
<tr>
<th>Never</th>
<th>Daily</th>
<th>Weekly</th>
<th>Fortnightly</th>
<th>Monthly</th>
<th>Quarterly</th>
<th>Other (specify)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
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<td></td>
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</tbody>
</table>

2.1.3 Which problems, if any, do you always experience from the municipality with regards to change management and sanitation services and how are these problems usually resolved?

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2.2 Water

2.2.1 Does your area have access to running (tap) water?

| YES | NO |

If no, briefly explain what initiatives the municipality takes to influence change management practice in your community to have access to water.

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2.2.2 In a community that has access to running water, what problems, if any, are they experiencing in the day to day supply of the water? (For instance, are you always guaranteed to acquire a sufficient supply of water whenever you open the water tap?). And if not, how can the negative impact of change management be resolved in addressing service delivery problems?

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2.2.3 Is there any amount of money that you have to pay to the municipality for the water that you and your family get?

<table>
<thead>
<tr>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
</table>

2.2.4 If yes, roughly how much do you usually pay every day or every month for water?

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2.3 Refuse removal and waste collection

2.3.1 Do municipal trucks collect waste and refuse from your area?

<table>
<thead>
<tr>
<th>1 - YES</th>
<th>2 - NO</th>
</tr>
</thead>
</table>

2.3.2 If yes, how frequently do they collect waste?

<table>
<thead>
<tr>
<th>1-Never</th>
<th>2-Daily</th>
<th>3-Weekly</th>
<th>4-Fortnightly</th>
<th>5-Monthly</th>
<th>6-Quarterly</th>
<th>7-Other</th>
</tr>
</thead>
</table>

2.3.3 If you answer no to question 2.3.1, what arrangements do you and your community members formulate to get rid of waste and refuse?

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96
2.4 Gravel Main Roads, Street Roads, Pavements and Storm Water Drains

2.4.1 How would you rate the condition of gravel roads, street roads, pavements and storm water drains in your community on a scale on 1 to 5 (1- very poor; 5- Excellent)?

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
</table>

2.4.2 Comparing the current state of the gravel main roads, street roads, pavements and storm water drains to that of five years ago; would you say the condition has been improved or declined?

<table>
<thead>
<tr>
<th></th>
<th>1-IMPROVED</th>
<th>2-DECLINED</th>
</tr>
</thead>
</table>

2.4.3 What would you say it has contributed to the current condition as observed in question 2.4.2, above? Would it be because of the change management?

2.5 Electricity

2.5.1 Do houses in your community area have access to electricity?

<table>
<thead>
<tr>
<th></th>
<th>1 - YES</th>
<th>2 - NO</th>
</tr>
</thead>
</table>

2.5.2 What problems, if any, do you normally experience regarding the electricity supply?
2.5.3 Comparing the number of residents with access to electricity in your community and the number of residents who had electricity five years ago, due to impact of change management would you say the number has increased or declined?

1 - INCREASED  2 - DECLINED

2.6 Housing

2.6.1 What type of shelter do you live in?

<table>
<thead>
<tr>
<th>Formal (urban)</th>
<th>Informal</th>
<th>RDP</th>
<th>Hut</th>
<th>Rural</th>
<th>Farm</th>
<th>Other (specify)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

2.6.2 In your opinion and based on changes implemented, has enough been done to ensure that most people have access to shelter in your community area?

1 - YES  2 - NO
Please explain in detail if whether the lack of effective and efficient service delivery be solely attributed to poor management?

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2.6.3 Do you think the municipality has sufficient data of the housing needs for its community?

<table>
<thead>
<tr>
<th>1 - YES</th>
<th>2 - NO</th>
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</thead>
</table>

Please give details

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2.6.4 Are you aware of people in your community in need of housing and who have long been waiting for house allocation?

<table>
<thead>
<tr>
<th>1 - YES</th>
<th>2 - NO</th>
</tr>
</thead>
</table>

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2.6.5 If yes, exclusive of providing the identity of those people involved, could you describe the circumstances and justification for them not attaining the housing? Whether it is caused by corruption and municipality maladministration.

2.6.6 On a scale of 1 to 5 how would you rate the impact of change management to the condition of housing in your community area?

(1-Very Poor; 5- Excellent)

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
</table>

Part 3

Public Participation

3.1 Have you ever attended any community meeting organized by the Thulamela Local municipality with the intention of finding your needs in the community?

1 - YES 2 - NO

3.2 If yes, give the issues discussed in the meeting; and if no, what were the reasons for such absenteeism?
3.3 Do you know/are you aware that since implementation of change management the municipality has such a document called IDP (Integrated Developmental Plan)?

<table>
<thead>
<tr>
<th>1 - YES</th>
<th>2 - NO</th>
</tr>
</thead>
</table>

3.4 If yes, have you ever attended any meeting where the purpose was formulating the IDP or planning for the municipality?

Part 4

Governance Issues

4.1 On a scale of 1 to 5, how would you rate the quality of service that you receive when you visit / call any of the municipality offices? (1 - Extremely Poor; 5 – Exceptional)

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
</table>

4.2 Do you think change management should be endorsed on the service as you have perceived it in 4.1 above?

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4.3 Generally comment regarding the impact of change management and status of service delivery in Thulamela Local Municipality as a whole.

4.4 In what areas do you think Thulamela Local municipality is struggling (weak) in terms of delivering the expected service?

4.5 Do you think that acts of dishonesty and corruption might be caused by change management and it can be established amongst the officials working in the municipality?

<table>
<thead>
<tr>
<th>1 - YES</th>
<th>2 - NO</th>
</tr>
</thead>
</table>
4.6 If yes, kindly explain those acts that made you convinced that an act of dishonesty and corruption which was caused by change management is prevailing between the municipal officials.

4.7 What Strategies do you think need to be applied to ensure that the impact of change management and an improved quality of services is delivered from Thulamela Local Municipality?
## ANNEXURE D:

### LIST OF RESPONDENTS WITH WHOM UNSTRUCTURED INTERVIEWS AND FOCUS GROUP INTERVIEWS WERE CONDUCTED

<table>
<thead>
<tr>
<th>Name</th>
<th>Organization</th>
<th>Portfolio</th>
<th>Place Interviewed</th>
<th>Date Interviewed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anonymous</td>
<td>Thulamela Local Municipality</td>
<td>Municipal Manager</td>
<td>Municipal Offices: Thohoyandou</td>
<td>21 April 2017</td>
</tr>
<tr>
<td>Anonymous</td>
<td>Thulamela Local Municipality</td>
<td>Director: Strategic &amp; Planning</td>
<td>Municipal Offices: Thohoyandou</td>
<td>7 May 2017</td>
</tr>
<tr>
<td>Anonymous</td>
<td>Thulamela Local Municipality</td>
<td>Chief Financial Officer</td>
<td>Municipal Offices: Thohoyandou</td>
<td>20 August 2017</td>
</tr>
<tr>
<td>Anonymous</td>
<td>Thulamela Local Municipality</td>
<td>Community members</td>
<td>Sibasa Taxi Rank</td>
<td>06 June 2017</td>
</tr>
<tr>
<td>Anonymous</td>
<td>Thulamela Local Municipality</td>
<td>Research Manager</td>
<td>Municipal Offices: Thohoyandou</td>
<td>18 June 2017</td>
</tr>
<tr>
<td>Anonymous</td>
<td>Thulamela Local Municipality</td>
<td>Human Resources Manager</td>
<td>Municipal Offices: Thohoyandou</td>
<td>01 July 2017</td>
</tr>
<tr>
<td>Anonymous</td>
<td>Thulamela Local Municipality</td>
<td>General Workers</td>
<td>Municipal Offices: Thohoyandou</td>
<td>16 July 2017</td>
</tr>
<tr>
<td>Anonymous (Focus Group)</td>
<td>NAFCOC</td>
<td>Members</td>
<td>Thohoyandou</td>
<td>28 August 2017</td>
</tr>
<tr>
<td>Anonymous</td>
<td>Thulamela Local Municipality</td>
<td>Residents</td>
<td>Malamulele and Vuwani Village</td>
<td>15 September 2017</td>
</tr>
</tbody>
</table>
### Municipal Officials

## GENERAL

### Overview
The Thulamela Local municipality’s main and mandated role is to provide and facilitate provision of services for the local community by building prosperity, eradicate poverty and promote social, political and economic empowerment of all people through delivery of quality services, community participation, local economic development and smart administration. It provides services, such as, construction and maintenance of access roads and infrastructure, and facilitates provision of services, such as, water, sanitation, electricity, access to provincial roads, telecommunications, etc.

### Respondents
This interview guide has been prepared for the participation of Municipal Officials. Municipal Officials are appointed to implement Change in Management Council and Government Policies. They are at the coalface of operational policies for feasible programmes, projects and activities.

### Guidelines
Please note that the information gathered during this research will be handled in a responsible manner within the confines of research ethics. As such, the anonymity, confidentiality and dignity of the respondents will be carefully protected.

### Process
The researcher and/or field assistants will administer the interview guide based on the direct engagement with respondents.

### Communication
The researcher will communicate with the respondents in Tshivenda, Xitsonga and English. However, all responses will be captured in English.

### Disclaimer
This interview has been prepared for a research project undertaken to accomplish the requirements of a Master’s Degree in Operations Management at the University of Johannesburg.

Your participation will be greatly appreciated.

T.P Nemaxwi,

Master’s: Operations Management, University of Johannesburg, 2017
QUESTIONS

1. Could you give an indication of your designation and the length of time that you have been involved/employed in Thulamela Local Municipality?
2. Which area of operation or directorate in the municipality are you involved in and what are the key responsibilities of your directorate?
3. Does your section have sufficient budgetary allocation to undertake all its allocated responsibilities? If not, how enormous is the shortfall? Please provide us with approximate monetary figures here.
4. Can you briefly outline the main successes that you have managed to achieve in your section in the last five years or so, giving us some examples of tangible (and/or intangible) change management as developmental success stories of your section?
5. Based on the Thulamela Master Plan in 2015, what tasks/responsibilities have been allocated to your section (specifically the task allocated to you as an individual) and what change management tools (PMS) do you have to ensure and measure their success?
6. What other challenge(s) is/are there that, in your opinion, would hamper on the operation and success of your department?
7. What plans or strategies do you have as a department/directorate/section to turn around these change management challenges (in question 6 above) and ensure sufficient delivery of quality services to the community?
8. From the perspective of your section, what factors could have contributed to the current and the past Auditor-General’s assessment reports of Thulamela Local Municipality?
9. What measures are there in the municipality to ensure the transparent, accountable and ethical behaviour of all public servants at all times?
10. What measures have already been employed, or are in the process of implementation to have the situation resolved for the next Auditor-General’s assessment?
11. Briefly explain the measures that have been established to combat and prevent change management corruption in the Thulamela Local Municipality.
12. What type of recruitment agencies/employment strategies are in place in the municipality?
13. Do you think changing management currently operating the municipality will assist in creating jobs to more suitable, skilled and qualified individuals?
14. Could the lack of efficient and effective service delivery in this local municipality be in any way be attributed to maladministration/corruption? Explain.
15. Do you see the Thulamela Local Municipality being capable of delivering efficient and effective service delivery in all its areas of operation in the near future? Explain.
ANNEXURE F: INTERVIEW GUIDE

Business Community

GENERAL

Overview
The Thulamela Local municipality’s main and mandated role is to provide and facilitate provision of services for the local community by building prosperity, eradicate poverty and promote social, political and economic empowerment of all people through delivery of quality services, community participation, local economic development and smart administration. It provides services, such as, construction and maintenance of access roads and infrastructure, and facilitates provision of services, such as, water, sanitation, electricity, access to provincial roads, telecommunications, etc. The municipality, like all other municipalities in South Africa, is faced with the impact of change management in ensuring service delivery.

Respondents
This interview guide has been prepared for the participation of the Local Business Community. Change management directly affects the Business Community and lack of service delivery as it has some negative effects on their normal day-to-day running of their businesses. Development in the area, especially economic development requires their involvement and active participation.

Guidelines
Please note that the information gathered during this research will be handled in a responsible manner within the confines of research ethics. As such, the anonymity, confidentiality and dignity of the respondents will be carefully protected.

Process
The researcher and/or field assistants will administer the interview guide based on the direct engagement with respondents.

Communication
The researcher will communicate with the respondents in Tshivenda, Xitsonga and English. However, all responses will be captured in English.

Disclaimer
This Interview has been prepared for a research project undertaken to accomplish the requirements of a Master’s Degree in Operations Management at the University of Johannesburg.

Your participation will be greatly appreciated.

T.P Nemaxwi,

Master’s: Operations Management, University of Johannesburg, 2017
QUESTIONS

1. Can you tell us how long has your business been in operation in the Thulamela Local Municipality? Do you have other businesses in the other towns within the municipality, and if so, where?

2. How would you rate the local municipality in terms of impact of change management in service delivery, specifically services directly affecting your business?

3. Is there any effect (positive or negative) that the local municipality has had on the operation or profitability of your business over the past five years? Please explain.

4. Have you noticed any economic growth in the municipality over the last five years and have you obtained any benefits from it? Please explain briefly.

5. Do you think that there is a possibility that change management and the lack of efficient and effective service delivery in this local municipality could be specifically attributed to corruption/ maladministration? Explain.

6. You may be aware that Thulamela Local Municipality has been consistently getting unfavourable Auditor-General’s Report assessments for the past fifteen years or so. What do you think are the reasons for this and what role can the business community play in the improvement of this situation?

7. Would you say the municipality is transparent and accountable to the community it serves? Explain.

8. Would you say the services rendered by the municipal officials are of the required standard and meet the needs of its communities? Explain further.

9. Do you think there is decisive and visionary leadership in the municipality? What areas need an improvement?

10. Do you think the business community is effectively consulted and offered a meaningful role in the municipality, one that would assist economic growth and improve service delivery to the community? For example, have you ever played any role in the drafting of the municipality’s IDP?

11. If so, what has been this role mentioned in question 10, above, and if not, what role do you think the business community can or should play in the near future?

12. As per municipal IDP stats, do you agree to its findings? Or would you say their stats are contradicting and inconsistent?

13. Based on the standard of services you are receiving from the municipality; would you say the municipal is still selling dreams to its community or it has improved?

14. Are you aware of the Thulamela Master Plan of 2015? If so, what is your role in the socio-economic strategy of the municipality?

15. According to the municipal master plan, so far would you say the Thulamela municipality is truly attempting and accelerating quality service delivery as one of the municipal capital projects?

16. Based on your personal opinion, would you say the communities of Vuwani and Malamulele should be granted their own municipality? Explain.
## APPENDICES

### Consistency Matrix

**Overall research question:** how can basic service delivery be provided and how can the negative impacts of change management be resolved to address service delivery problems?

<table>
<thead>
<tr>
<th>Propositions/ Questions / Hypotheses</th>
<th>Literature Review</th>
<th>Questionnaire</th>
<th>Data Collection Tool / Analytical Methods</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Research Question 1</strong>&lt;br&gt;Is service delivery serving up to the expected standard based on changes implemented?</td>
<td>Bless and Higson-Smith (1995: 113) and (Kuzniak 1999 cited in Schafft et al. 2007)</td>
<td>Question 1</td>
<td>Focused group interviews with local community and the youth in particular during chamber (unemployed and graduates) were conducted.</td>
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<td><strong>Research Question 2</strong>&lt;br&gt;Could lack of effective and efficient service delivery be solely attributed to poor management?</td>
<td>Bless and Higson-Smith (1995: 113); Mellville and Goddard (1996); Mafunisa (2001: 335)</td>
<td>Question 2</td>
<td>Both primary and secondary data collection methods were used to acquire data from the respondents.</td>
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<td><strong>Research Question 3</strong>&lt;br&gt;What influence does the practice of change management have and what can be done to resolve the challenge of no service delivery and its cause?</td>
<td>Alvesson’s (1996); Aliber M., P. Matsika and J. Quan (2006) and Morse (2003: 199)</td>
<td>Question 3</td>
<td>The analysis used was both Qualitative and Quantitative, and assisted by using a Statistical Package for the Social Sciences (SPSS).</td>
</tr>
<tr>
<td><strong>Research Question 4</strong>&lt;br&gt;What is the impact of change management and what will help the poor?</td>
<td>(David &amp; Sutton, 2004: 150); Mellville and Goddard (1996)</td>
<td>Question 4</td>
<td>Annexure E. Interview Guide: business community. Purposive sampling was adopted to identify the respondents.</td>
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