UNIVERSITY OF KWAZULU NATAL

THE IMPACT OF LEADERSHIP AND ORGANISATIONAL CULTURE ON SERVICE DELIVERY IN KANNALAND MUNICIPALITY

By

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AUTHOR'S DECLARATION

I,_____, declare that this Dissertation is hereby submitted to the University of Kwa-Zulu Natal for the fulfilment of the requirements of Masters in Business Administration. It has not been submitted previously for the requirements of any degree at this or other universities. Accordingly, it is my own work in design and execution, and further all materials herein have been duly acknowledged.

Signed at_____on this the_____day of _____

_____

Musa Risenga

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ABSTRACT

Service delivery performance of local Government in general is still at unacceptable levels, after twenty years into democracy (van Donk et al., 2015). Local Municipalities like Kannaland are faced with challenges of limited income, which leads slow service delivery to the local communities. Most municipalities have been hit by protest action due to poor service delivery. This has often leads to debates about the abilities of the leadership in these municipalities to effectively resolve these issues. This study examined the impact of leadership and organisational culture on service delivery in a local government institution and how associated variables of leadership and cognate organisational culture influences job satisfaction and employee' commitment. The study sought to investigate the relationship between leadership and organisational culture and organisational performance that leads to efficient and sustainable service delivery. Over the past decades, several studies examined the relationship between these three concepts. In fact, extant literature suggested a solid correlation between leadership and organisational culture and employee commitment, which leads to the performance of the organisation in different sectors. Accordingly, this study focused on determining the leadership styles and organisational cultures that leaders and managers in the Kannaland Local Municipality must establish to guarantee organisational commitment. The study used the quantitative method. The instrument that was used for collecting quantitative data was developed by the modifying scales utilised by other authorities. It comprised of 36 items plotted on a 5-point Likert scale ranging from not at all, to frequently, if not always. The items focused on leadership and organisational culture. The instrument was e-mailed to participants via Survey Monkey. A total of n=32 questionnaires were completed and returned via Survey Monkey. In analysing the quantitative data, regression analysis was used to analyse the responses of participants. Hypothesis were tested to find the correlation between leader and job satisfaction and organisational culture and job satisfaction. The study found that there is a correlation between leadership and organisational culture and organisational commitment by employees. As such, leadership and organisational culture directly influence the extent to which employees commit to their organisation. The study recommended that management and leadership engage the staff member about their work, that leaders lead by

example and incorporate beliefs, values with the organisational goals and mission in order to improve job satisfaction and organisational commitment.

KEY TERMS

Leadership, organisational Culture, Organisational Commitment, Job Satisfaction

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CHAPTER 1: INTRODUCTION AND OVERVIEW

1.1 Introduction

According to Brewer and Selden (2000), the elephant and public organisations are both burdened with imprecise typecasts. Elephants are thought to be very slow and unresponsive beings, while they are fast and very delicate. Public sector, likewise, are thought to be sluggish and unresponsive as compared to private sector, while a lot of public entities are performing very well and their responsiveness are well sought after (Brewer and Selden, 2000). A good example of such comparison of these sectors despite their differences is that they both follow the same good governance, management and leadership values (Al-Tameemi and Alshawi, 2014). But, the two are separated by their style and quality of leadership, the extent of political interference and bureaucracy that every so often weakens the leadership (Al-Tameemi and Alshawi, 2014).

This chapter will cover the motivation of the study, focus of the study, research problem, the aim of the study, objectives of the study, research questions and hypothesis, significance of the study, research methodology, limitation of the study, outline of the chapter and summary of the chapter.

1.2 Motivation of the Study

The South African political leadership has been compelled to steer through the poverty, inequalities, policies of reparative economics pressures by the interplay between different political eras (Isaacs, 2016). Isaacs (2016) further argued that leadership that is elected founded on popular sentiment or popular appeal does not necessarily have the ability to effectively solve these pressures. Which brings the criticality of putting the right leadership with proper skills to strategic positions to tackle these issues. There is an expectation of leadership politically to uphold the constitution and conduct their work ethically in achieving the envisioned results. Their leadership style must merge the developmental appeal of the socio-economic guidelines and the socio-economic enhancement of all societies.

Service delivery performance of local Government in general is still at unacceptable levels, after twenty years into democracy (van Donk et al., 2015). The systemic and structural disparities inherent in the reality of the society at large poses major

challenges to the living conditions on the communities (Isaacs, 2016). The constitution of South Africa and the local government white paper guides these developmental intents of local government's policy goals. Municipalities are a tool for promoting the national government's developmental plan and for reinforcing the values of good autonomous governance. Local government is very close to the people and it becomes the proper podium where communities' conditions are progressively changed. Therefore, it is imperative that the right leadership is put in place to implement accurate organizational culture that will lead to the organizational performance.

1.3 Focus of The Study

This study examines the relationship between organisational culture, leadership and organisational performance in a local government setup. Local Government is sphere of government that is in proximity to the local communities. They ensure that services delivery priorities are rolled out efficiently and timeously. There are specified performance principles, audits and accountability reports, and levels of sustainable economic development that informs the local government priorities. It is the researcher's assumption that the progressive outcomes stemming from these above-mentioned priorities should follow the development, good governance and acceptable standards of capacity.

The study focuses on the administrative leadership and culture of the municipality and did not take into consideration the political leadership of the municipality.

1.4 Research Problem

South African Local government have seen a series of protest action by local communities this has sparked a debate as to the effectiveness of service delivery by this sphere of government (Schoeman, 2011). Kannaland Municipality like most local government are faced with challenges of limited income and depended a lot in grant funding. These challenges often lead to limited operational budgets and municipality are not able to source the critical staff to carry out the administration work to move the organisation forward.

Previous studies indicated investigations to the factors that efficiently impact organisational performance. Organisational culture and leadership were among these factors (Nikpour, 2017). The relationship between leadership was also taken

into consideration as well. Organisational commitment, organisational culture and organisational performance has also received vast attention. These variables have been measured and put into context in numerous ways. However, despite the enormous body of research, it appears that there is little focus on these variables in the local government context. Hence the study sought to examine the impact of leadership and organisational culture on organisational performance within the local government context.

1.5 Aim of The Study

The aim of the research is to examine the impact of organisational culture and leadership has in organisational performance that lead to efficient service delivery in Kannaland Local Municipality.

1.6 Objectives of The Study

- To examine how leadership style affects job satisfaction within Kannaland Local Municipality
- To ascertain how organizational culture affects job satisfaction within Kannaland Local Municipality
- To examine how job satisfaction affect organizational commitment in Kannaland Local Municipality
- To recommend strategies to improve job satisfaction and consequently improve organizational performance at Kannaland Local Municipality.

1.7 Research Questions

To discover how organisational culture and leadership affect organisational performance in Kannaland Local Municipality, the study hypothesizes and answers the following research questions:

- How does the leadership style affect job satisfaction?
- How does organizational culture affect job satisfaction?

- How does Job satisfaction affect organizational commitment?
- What strategies are there to improve job satisfaction?

The hypothesis to be tested in order to answer the above questions are as follows:

- ***H01: Leadership styles do not affect job satisfaction of the employees***
- ***H02: Organizational culture does not affect job satisfaction***
- ***H03: Satisfaction does not affect organizational commitment***

1.8 Significance of the Study

The importance of the study depends on contribution it makes to the literature towards the relationship between leadership, organisational culture and organisational commitment. Literature review above suggests that in previous studies few have studied the relationship between leadership, organisational culture and organisational commitment in the local government context. This study raises significant acumens into how leadership and organisational culture inspire organisational commitment and in turn organisational performance. Consequently, this study sought to determine how leadership and organisational culture influences employee commitment in the local government institution.

This study is significant in that it proposes to raise awareness for management as interested party in the organisation. This study offers practical insights on how to inspire or motivate employees and manage relationships and other variables so that employees can wholly commit to organisationally.

The following fundamental factors are further highlights of the practicality of this study to hypothetically substantiate the above namely:

- The case study serves as outline for leadership in the Kannaland Local Municipality to analytically mirror and scrutinize the effect of their own leadership style on organizational performance in the municipality.
- The findings maybe be beneficial to institutions like the Mayoral Committees and Municipal Councils.
- Awareness of the levels of service delivery maybe be created in the Kannaland Local Municipality. New best practices and organizational

cultures that result in sustainable socio-economic outcomes can then be establish by both the municipal management and leadership.

1.9 Research Methodology

The purpose of the research is to determine the role that organisational culture and leadership play in the performance of the organisation towards service delivery at Kannaland Local Municipality. The study used quantitative methodology, which is deemed appropriate when the goal of the research seeks to understand relationship between two or more variables and to test the theoretical underpinnings of the phenomenon to be studied. Since the purpose of this study was to investigate the relationship between leadership and organisational culture and organisational performance the quantitative approach was selected by the researcher as the appropriate deductive and positivism oriented paradigmatic rationale.

The sample was drawn from the Kannaland Local Municipality (KLM) staff members and participants will be selected based on their understanding of English and will work closely with the senior staff members. The study will use questionnaires with closed-ended items plotted on a 5 Likert scale.

1.10 Limitations of the Study

The study emphasizes only on a small sample of employees to attain their perceptions. This creates a chance of exclusion of crucial perceptions of all the employees, which could have been avoided by taking a bigger and more diverse sample. The inclusion of quantitative and statistical approaches for research also leaves the scope of inclusion of ordinal and abstract perceptions of the employees regarding the issue of concern (Jauhar et al., 2017).

1.11 Outline of the Dissertation

This dissertation is organised in such that ensures that the logic of the research presentation is adhered to. For these reasons, the different chapters are grouped together and sequenced in a systematic way.

1.11.1 Introduction and Research overview

This part of the dissertation is an overview and gives the background of the study. It places the theme of the study in perspective and shows the importance and purpose. It sets the scene for the investigation and discussion of how leadership and organisational culture affects the commitment of the organisation and influence service delivery in Kannaland Local Municipality. It also gives the overview of the design and methodology for data collection.

1.11.2 Literature Review

A literature review is a comprehensive summary of previous research on a topic. The literature review surveyed scholarly articles, books, and other sources relevant to the relationship between leadership style, organizational culture, and organizational commitment. It provides a theoretical base for the research and help the researcher to determine the nature of the research.

1.11.3 Research Methodology

The chapter clearly describe the data collection technique and why the technique was chosen. This chapter provide justification that the chosen design and technique are a best fit for the research aims and objectives and will provide reliable and valid results.

1.11.4 Results and Analysis

This chapter present the research findings in relation to the impact of leadership and organisational culture on service delivery in Kannaland Local Municipality. Data is thereafter analysed and conclusions drawn in this chapter.

1.11.5 Discussion Conclusions and Recommendation

This chapter remind the reader the research problem, research objectives and research question. It presents the findings and conclusion are drawn, and recommendation made based on the results. The chapter also discusses and links the research questions and objectives to the results.

1.12 Chapter Summary

This Chapter gives a synopsis of the dissertation and the background of the research. It places the essential subject of the study into perspective and display its

purpose and significance. The prospect for the examination and argument of how organisational culture and leadership may affect the performance in the Kannaland Local Municipality (KLM). This chapter therefore presents the topic of the research, the study is contextualised, objectives are set out and key concepts are defined. It also provides an overview description, design of the research and the methodology for collecting data.

The following chapter is the review of the existing literature on the impact of leadership and organisational culture on the performance of the organisation.

CHAPTER 2: LITERATURE REVIEW

2.1 Literature Review Introduction

In order to shape the study and answer the research questions, it is important that the researcher review the existing literature. In this chapter, the theory on leadership, organisational culture, job satisfaction and organisational commitment will be critically reviewed. The chapter further looks at the definitions and the characteristics of the above-mentioned variables. The relationships between these variables were also looked at, in order to see how they influence the organisational performance.

2.2 Definition of Leadership

George, Chiba and Scheepers (2017:13) define Leadership as the blend of several traits extending beyond the management obligations. Leadership is an art that involves, motivating inspiring and directing individuals to perform towards a common objective. From the perspective of biographies on leadership evolution by Walter Isaacson, "*leaders are born, not made;*" for instance, Steve Jobs (Keller, 2017). Leadership is, therefore, the indispensable element of effective management with the potential to affect a particular setting to; a) realise the set objectives of management; b) develop and accomplish certain optimal, sustainable and competitive organisational efficiency (Northouse, 2019:2).

Amanchukwu, Stanley and Ololube (2015:14) state that the key requirement for any organisation is the personality of the leader. Attaching value to leadership involves establishing management agendas that define the capacity to lead. As a function of management, leadership entails visualising, communication skills, integrity and the capability to beat and withstand competition. Leadership that is productive embraces esteem and assurance as staffs' positive energy including a) a real anxious and supportive culture of peoples' well-being that focuses on finding solutions to the challenges; b) inspiring and reassuring the workforce to work together when operations are skewed and realise maximum outcomes effectively.

Baškarada, Watson and Cromarty (2017:515) states that effective leadership entails transformational and transactional leadership. Leadership that is transactional comprises of leaders that exercise power and authority based on rank in that organization. Transactional leaders pass on knowledge to their subordinates so that they have the capacity to undertake all that is anticipated of them and meeting the specified objectives. Transactional leaders focus their considerations on identifying the mistakes as well as disciplining of personnel for poor performances. Such a situation exhibits transactional leaders as more of goal concerned than being people focused. In the pursuit for performance and accomplishment, Transactional leaders opt for establishing particular regulations, parameters and standards of performance as well as punitive arrangements for the implementation of positive workplace behaviour (Dartey-Baah, 2015:109).

Kark, Van Dijk and Vashdi, (2018:186) maintains that in contrast to Transactional leadership, leadership that is transformational entails developing and mentoring personnel by challenging them with opportunities and tasks, as well as assisting them to meet personal and professional needs. Transformational leaders arouse workers to look past personal but group benefits. Transformational leadership results in followers and leaders improving one another to an advanced motivation and morality level. Leaders that are transformational are role models to their personnel because they inspire and raise staffs' interest at the workplace; challenging the personnel to; a) assume greater work ownership, b) understand the weaknesses and strengths of the followers and c) allow the leader to bring into line followers with responsibilities enhancing performance (Ng, & Rivera, 2018:138).

Dartey-Baah (2015:110) contends leadership is, therefore, that part of management which requires constant addressing and appraise of discrepancies in the organisation's culture. The concept of leadership requires influencing major traits because of effective power and motivation occasion positive direction all through the hierarchy of the organisation. Leadership means developing effective but unique strategies for realising set goals. Leadership means the procedure of social encouragement that maximizes other peoples' efforts towards achieving an objective. Leadership means the ability to translate into reality the set vision.

2.3 How leadership style affect job satisfaction

2.3.1 Leadership styles

Leadership style denotes the manner and approach to motivating individuals, implementing plans, and offering direction. The main leadership styles include authoritarian or autocratic, participative or democratic and delegative or free-rein

& laissez-fair (Yahaya & Ebrahim, 2016:216).

2.3.2 Authoritarian (Autocratic) Leadership Style

The autocratic leadership style consists of the leader reaching decisions short of workers' input. In the autocratic style of leadership, the top manager has the sole power and authority to reach decisions of management and see the subordinates assume the responsibility. In the autocratic leadership style, subordinates are, without undue explanation, required to implement and perform the given tasks (Anderson and Sun, 2017:80).

2.3.3 Participative (Democratic) Leadership Style

The democratic leadership style consists of the leader attaining workers' input but retains the power to reach the ultimate decision. Arnold, Connelly, Walsh, and Martin Ginis (2015:481) state that in the democratic style of leadership, there is subjecting authority to different management stages and levels as well as reaching decisions before submission to the top management. It is huge companies and organisations like coke cola that implement the democratic leadership style because they are more probable to keeping the workers informed of things affecting their work.

2.3.4 Delagative (Laissez-fair) Leadership Style

The laissez-fair or free-rein leadership style consists of the leaders adopting the hands-off tactic and offer moderately little directions to the company employees. Laissez-fair or Free-rein leaders advise staffs but often give the staffs' considerable liberty to find solutions to complications and reach conclusions on their own (Asrar-ul-Haq & Kuchinke, 2016:64).

2.3.5 Job satisfaction

Asghar and Oino (2018:13) define Job satisfaction as the extent to which workers are contented with their occupations. Boamah, Laschinger, Wong and Clarke (2018:182) on the other hand state that job satisfaction means the extent to which workers relish in their work. Job satisfaction denotes the employees' emotional or practical reaction towards numerous work aspects. Job satisfaction means the individual's emotional response to the workplace responsibilities and conditions as well as the degree of satisfaction regarding the workers' expectations. Job satisfaction takes consideration of the employees' alleged frame of mind in regard to the assortment of the Job's extrinsic and intrinsic elements. People advance particular attitudes depending on their feelings; moods that later result in some satisfaction degree towards their professions (Alghamdi, Topp & AlYami, 2018:127).

Herzberg's Two-Factor Theory and Vroom's Expectancy Theory are the two main theories of satisfaction.

2.3.5.1 Herzberg's Two-Factor Theory

Bhatta, Shrestha, & Mishra (2018:17) contend that The Herzberg's Two-Factor Theory focuses on satisfaction being linked to sources that are positive and intrinsic like achievement, promotion and recognition whereas dissatisfaction being linked to sources that are extrinsic and negative like pay, working conditions, supervision and policies.

2.3.5.2 Vroom's Expectancy Theory

Morrison and Owler (2018:5) state that on the other hand, the Expectancy Theory of Vroom contends that job satisfaction is quantified by job expectations than what is held to be offering. Suleman, Hussain & Shehzad (2018:274) state the expectancy theory by Vroom assumes that the performance of an employee is centred on the individuals' factors like personality, knowledge, skills, abilities and experience. While people have different goals, such people can be inspired if they have the belief that: a) a positive correlation exists between performance and efforts; b) Favourable performance shall result in the needed reward; c) such reward will

satisfy the vital need; and d) the strong craving to satisfy such need is adequate to make worthwhile the effort (Lloyd & Mertens, 2018:24).

2.3.6 Leadership Style and Job Satisfaction

2.3.6.1 How Transformational leadership affects job satisfaction

Puni, Mohammed & Asamoah (2018:537)'s study by indicates that there is a positive link between transformational leadership, better conditions of working and job satisfaction. Herzberg's Two-Factor Theory contends that decent workplace conditions result in increased levels of job satisfaction. The positive effect on Job Satisfaction by transformational leadership emanates from the idealised influence, effective and clear communication of vision and goals results, acceptance and higher satisfaction levels among employees that characterise transformational leadership. In transformational leadership, the leader backs high employee ethical and moral values through Idealised inspiration. In turn, the leader attains employees' profound respect based on their preaching.

i. Transformational Leadership Theory

According to Warrilow (2012), transformational leadership theory thrives to create positive change in individuals and encourages the spirit where interests of everyone acts in the interests of group and take care of each other's interest (Warrilow, 2012).

There are four components of leadership style, inspirational motivation, individualised influence, intellectual stimulation and

ii. Inspirational Motivation

Effective leaders inspire positive determinations in individuals, a practice that results in high satisfaction levels and employees gaining the leader's admiration, trust and willingly reach sacrifices to make reality the set vision (Boamah, Laschinger, Wong, & Clarke, 2018:189).

iii. Charisma or Idealised Influence

Malik, Javed and Hassan (2017:166) insist that idealised inspiration creates energizing workplace atmospheres; atmospheres that similarly reinforce empowerment as; a) a responsibility and motivator among the personnel as well as b) attainment of power because it prompts more peer persuasion. Herzberg's two

factor theory and Maslow's hierarchy of needs support the need for employee responsibility even though, Haleem, Jehangir and Khalil-Ur-Rahman (2018:373) contend that in any practical situation where the employees remain constrained by company rules within such hierarchy, such Idealised influence is probable to appear amongst upper than the middle managers. Satisfaction arises from the capacity to participate in innovative decision-making.

iv. Intellectual Stimulation

Choi, Goh, Adam, and Tan (2016:73) contend that since Transformational leadership entails intellectual stimulation and mission alignment, Transformational leadership positively affects job satisfaction. The conservative approaches to thinking and the demanding status quo in transformational leadership encourages worker innovation and capacity to advance better and efficient means of problem-solving. Transformational leaders have the capacity to contest assumptions and create a creative environment that is aware of intellect. There is a prerequisite for achievement and attainment of satisfaction and success by undertaking differently everything. Nyenyembe, Maslowski, Nimrod and Peter (2016: 988)'s study concluded that there is a positive correlation between job satisfaction, intellectual stimulation in Transformational leadership.

v. Personal and Individual Attention

Arnold (2017:381) states that transformational leadership has a positive effect on Job Satisfaction because it embodies individualised considerations. Transformational leadership pivots on the capability of the company leadership to consider the employees' personal aspirations and necessities. By mentoring the employees, Transformational leadership exhilarates employees into making informed decisions in the supportive work environment that creates an autonomy state. There is, therefore, a strong impact of transformational leadership on job satisfaction since the organisation and leadership practising Transformational leadership motivates and values employees to undertake tasks above usual requirements (Peng e al., 2016:231).

2.3.6.2 How Transactional Leadership Affects Job Satisfaction

Girma (2016:38) states that since transactional leaders portray behaviour envisioned to avoid potential difficulties before they arise, Transactional Leadership positively affects Job satisfaction. In Transactional Leadership, satisfaction emanates from the fact that the workers fear being rebuked for nonconformity and knowledge that performance of responsibilities is with due diligence and inspection to proactively avoid potential catastrophes. Transactional Leadership remains founded on the active probing for errors (Lim, Loo and Lee, 2017:41). Transactional Leadership customarily constrains the decision-making quality and outcome of work performance. Such a practice has the potential to undermine the worker's sense of accomplishment and demoralise the employees into striving for exceptional delivery. As a result, transactional leadership (management by exception) negatively affects job satisfaction, specifically especially when the leaders use the fault-discovery approach (Sayadi, 2016:65).

Alshahrani and Baig (2016:370) states that transactional leadership also focuses more on the success of the job than satisfaction. Leadership that is transactional is more focused on realizing the lower levels of Maslow's hierarchy of needs, especially safety and physiological needs. Transactional leadership's reward dimension has the ability to cause job satisfaction because when rewards are based on only meeting a defined condition and requirement, the results negatively affect job satisfaction. Northouse (2019) argues that transactional leadership's aspect of conditional reward occurs every day in a person's life. The reward concept occasions a positive impact on job satisfaction. Leaders disapprove of the transactional style of leadership notwithstanding the conditional features that lead to the detested yet constructive impact on job satisfaction (Makhathini & Van Dyk, 2018:25).

Transactional Leadership's constructive transactions positively impact Job satisfaction. Ho, Dinh and Vu (2016:949) contends that enhancing job satisfaction requires relating personal fundamentals to expectations of leadership and the rewarding and accomplishments of employees. In transactional leadership, there is a proactive exchange-agreement between subordinates and leader especially if there is engagement in constructive transactions that involve extrinsic features and

successfully completion of tasks. In addition, the need to achieve and pursue set goals in transactional leadership results in the motivation to struggle for incomparable outcomes. Nevertheless, the miscarriage to realize agreed objectives results in feeling ineffectual, demotivating employees to continue their pursuit. The miscarriage creates the discernment that set goals are unachievable (Chipunza and Matsumunyane, 2018:13).

Transactional leadership is a more reactive than active approach because it generates an awareness amongst personnel that there is autonomy in performing tasks up to completion (Masa'deh, Obeidat, and Tarhini, 2016:681). Oldham and Hackman's job characteristics model maintains that in Transactional leadership, the leader only intervenes once complications become apparent. The terror of failure in transactional leadership is an embedded discernment arising out of the leader's reactive approach because the leader only intercedes when the employees' performance never meets expectations or reacts with negative significances. There is a negative impact exists between job satisfaction and management by exception. According to Madlock (2018:17) job dissatisfaction is induced by interpersonal relationships between the leader and the employee.

2.3.6.3 How does Laissez- Faire Leadership Affects Job Satisfaction

Babalola (2016:935) contends that Laissez-faire leadership has no significant effect on job satisfaction. Ziduli, Buka, Molepo, and Jadezweni (2018:10)'s study determined whether laissez-faire leadership held a positive effect on self-direction and job satisfaction resultantly. Self-management is a process that entails influencing a person's behaviours and thoughts through affective, cognitive, as well as a motivational-volitional procedure. The analysis of data collection established a negative effect of laissez-faire leaders on job satisfaction and self-leadership (Ziduli, Buka, Molepo, & Jadezweni, 2018:10). Prior to leading the rest, one has to remain in control of their self. Personnel with advanced emotional energies never desire transactional leadership. Laissez-faire leadership is only appropriate for work environments where the employees receive little feedback on achieving job satisfaction.

Al-Husseini & Elbeltagi (2016:181) contends that because the employees desire to work with liberty or autonomy, laissez-faire leadership has a positive effect on job

satisfaction. Since Laissez-Faire Leadership is characterised by the non-participation of leaders, the style enhances worker empowerment and sovereignty to realise goals, self- progress and development. The Job characteristics model by Oldham and Hackman supports the Laissez- Faire Leadership as impacting job satisfaction since it affords the personnel and leaders a chance to reach decisions, shape workplace environment and placate separate needs (Chang, 2017:28). Laissez- Faire Leadership affords employees no supervision, self-management and self-development. However, insufficient supervision can also result in frail interpersonal relations, low efficiency and satisfaction levels (Gyensare, Anku-Tsede, Sanda, & Okpoti, 2016:266).

2.4 How Organizational Culture Affects Job Satisfaction

2.4.1 Organizational Culture

Hofstede (2001) defines organizational culture as that set of values, styles of work, beliefs and relations that differentiate organizations (Frost, 2017:471). Organizational culture denotes the underlying norms, principles, ways and values to the interaction that contribute to the organization's exclusive psychological and social environment. Organizational culture includes the experiences, prospects, values, and philosophy of the organization that observe the behaviour of the members and remains expressed in the members' inner workings, culture and self-image based on joint customs and attitudes (Wiseman, Ngirande & Setati, 2017:242).

Organizational culture is the beliefs, assumptions, and values the members of an organizational share. Organizational culture is the inside world only distinguished by a personality from the rest of the organizations. Hofstede (1990) defines Organizational culture with reference to six (6) characteristics: (a) Holistic, (b) Historically determined, (c) Related to anthropological, d) Socially constructed, (e) Soft and (f) Difficult to change. Organizational culture includes tangible features like symbols, rituals and heroes and organization practices as well as the intangible features like the organization's values (Hofstede, 1998; Pheko, Monteiro and Segopolo, 2017:571).

An organizational culture entails three (3) fundamental features including; a) collective cognitive constructions (traditions, norms, attitudes and values as well as the symbols for emerging and the manifestation of perceptive contents; b) the representations resulting from members' shared experiences in resolving challenges faced in exterior adaptation to environmental integration. By solving problems, there is systematization of effective solutions framed as an intuitive guide to members' conduct in the organization; c) structures of collective cognitive entails content representing a framework for the organization's members to interpret ideas as the means to sharing as well as imposing authority on the employees to cause leadership in the organisation (Mathew, Esowe, Udo & Ajagbe, 2016:58).

Terzioglu, Temel and Uslu, (2016:744) state that every culture is exclusive and with numerous factors of creation. At the least, there are six (6) common features of great organisational cultures; first is the Vision. A good culture is made of a mission or vision statement that is a phrase guide showing the company's purpose and values. Every organisational decision must be in line with the company vision and compelling humble vision declarations. Second is the Values. Values are the centre of any company culture because they set the regulations and rules offering direction or guidelines to employee conduct needed to realise the company vision. Every organisation's coherent values must be communicated prominently to the employees. The values include the approaches to serving the vision and upholding professional standards. The third is Practices. The values and visions are less significant if preserved in the practices of the company. Companies must invest in the people, in noticeable organizations or approaches with flat hierarchies. Companies must inspire junior members into participation without adverse consequences. The companies must be r run a criterion of review, promote operating principles and policies of everyday life.

Human resource is the other fundamental component of a great organisational culture. No organisation will succeed with a comprehensible culture but with people not willing or are unable to share, possess or embrace its essential values. Narrative is the other fundamental component of a great organisational culture. Organizations have exceptional histories, crafted into some description as the core component of cultural creation. Narrative is authoritative if moulded, recapped and identified as forming part of the company's continuing culture. Location is the other fundamental

component of a great organisational culture. Shaping an organisational culture needs an appropriate location of the organisation because places challenge the organisational culture. Places whether architecture, aesthetic design, or geography impact heavily on people behaviours and values in the workplace (Parray and Bhat, 2018:416).

Hazavehei et al (2019:4) contends that the leadership style and leader determine the organizational culture. Leaders are important to communication and conception in workplace culture. While established cultures influence the applicable style of leadership, the relations between culture and leadership is important because leaders remain the main architects of organisational culture. Such relations are largely interesting due to the bidirectional appeal. Neither organizational-behaviour constituents, with a causal relation with organizational culture, show the magnitude of the challenge of such relations to determine which is reliant on the other (Anitha, 2016:17).

There are similar characteristics and descriptions of organizational culture. However, for this study, organizational culture entails superior-employee relations as well as the adopted values of the leadership, processes, and products. Organizational culture includes the company's general experiences, expectations, inside values and philosophy holding together the staffs and reflected in the future plans and outside interactions.

2.4.2 Organisational Culture and Job Satisfaction

Chipunza & Malo (2017:161) observed that management and control, professionalism and outcome orientation positively influence employees' job satisfaction. Organisations with recognized or participating personnel have high levels of job satisfaction. Respect, aggressiveness and stability of employees in the organisation have a positive effect on job satisfaction. An organizational culture that is centred on employee-developed culture displays the extent to which personnel exhibit analysis, attention to detail, and precision. Each worker has a different personality, values, traits, and culture according to their given individual values. Employees then work according to the organizational culture set by the leadership and employees of the organization. Depending on the organisation's customs, organizational culture has an effect on job satisfaction.

Oppong, Oppong & Kankam (2017:43) states that the type of organizational culture in the institution affects its general welfare and functions. The organizational culture elements decide the company's success possibilities because the stronger the organizational culture, the more probable it is to endure employee changes and replacements. The values in every type of organizational culture are calculated by the exact health of the organization, total functions and achievement of set goals. For example, controlling the clan type of organizational culture, the leadership of the organization must employ substantial authority and resources to influence the clan's leveraging and building. In the clan type of organizational culture, the leadership accesses resources used in guiding the employees for project results and also encourage building shared relationships, structures and cognition that smoothen the clan control development that inhibit or strengthen clan customs (Terzioglu, Temel. & Uslu, 2016:738).

Irrespective of the type of organizational culture, collaborative leadership teams are essential to employee commitment to the tactical use of data because they reinforce the process of knowledge. If compared to culturally unremarkable competitors, Organizational culture accounts for 20% of the difference in business performance (Kuo & Tsai, 2019:283). In contemporary technology-based and societies business, organisational culture is progressively important because of the acceptance of group applications, systems of enterprise-resource-planning and organizations' internet-based systems that back cross-collaboration and need greater worker participation at every level. Organizational culture, therefore, affects job satisfaction, occupational burnout and stress. Internal coordination and integration are the two key functions of organizational culture that have a strong effect on the organization's innovation and creativity. More explicitly, inside integration defines the feeling of commitment and belonging whereas coordination means the creation of some competitive podium and the development of the social bond that holds together the organization.

Saha and Kumar (2018:206) state that a creative workplace environment encourages the formulation of a definite organizational culture as well as the employees' experiences on job satisfaction. Where workers match their desired and present culture, the employees become satisfied more with the inherent features of the work. The power organizational culture seems is appropriate for the eventual

goals of management, identification of employee and institution goals. Employees with the capacity to work in smaller groups are more productive and efficient, thereby promoting the competition and function of the institution. The differences in present organizational culture and employees' preferences affect employee turnover intentions and commitment. Prevention of burnout syndrome or job dissatisfaction needs the organisational culture improving and considering the job satisfaction aspects that the employees experience in the institution.

The effect of organizational culture on job satisfaction is existent in the demographical characteristics. For instance, Girma (2016:45) found that job commitment of employees from Asia is positively correlated with the position held, tenure and age, indicating that older employees, who held higher positions and for the longer time reported higher levels of job satisfaction and job commitment. However, there is no statistically significant correlation between educational level and job commitment among employees of western countries. This result stresses the role of education, as an element of national culture in job satisfaction. In regard to demographic characteristics, there is a statistically significant effect of age and gender on job satisfaction.

There is no serious effect of bureaucratic organizational cultures on job satisfaction. Supportive and innovative organisational cultures have a high effect on commitment and job satisfaction. By training employees and focusing on the constant assessment of success and progress measurement, organizational culture affects heavily job commitment and satisfaction. The best practice is the creation of an organisational culture which offers employees acceptable workplace conditions so that the workers remain highly committed and motivated to undertake their daily tasks. Resultantly, employees face lower occupational burnout and stress levels and implement higher job satisfaction levels. The organisational culture which advances the quality of services and occupation requires some understanding of the workplace environment, commitment and motivation of the employees, needs of the customers, the policy, literacy, political and social context of service delivery.

2.5 How Job Satisfaction Affects Organizational Commitment

2.5.1 Organisation Commitment

Organizational commitment is the job-satisfaction extension due to its capacity to solve the employees' positive attitudes towards the organization and the job. Peng et al. (2016:59) states that Organizational commitment is the employees' emotional attachment to the organization because of their eagerness to making organizational sacrifices. Job involvement embodies the extent the employee attaches psychological importance to their work. Job involvement relates to the conditions of the present job as well as the extent to which the job meets the employees' prerequisites, particularly in the tempestuous times. Workplace involvement means the procedure of early recitation and socialization to the workplace reimbursements and values (Chi, Yeh & Liou, 2016:69).

Karim and Noor (2017:101) provides a distinction between affective, normative, and continuance commitment stating, affective commitment means the perceptions of emotional identification or attachment to the organization. Continuous commitment is the employees' discernment of the expenses linked to leaving an organization while normative commitment means the employee perceptions of obligation to the organization. The types of commitment contrast the difference in the preference to stay at work arising out of the sense-of-attachment than the sense of financial necessity and/or ethical obligation.

Asrar-ul-Haq, Kuchinke and Iqbal (2017:2363) states that job satisfaction undoubtedly affects organisation commitment. A positive link prevails between job satisfaction and organisation commitment. The capacity of the leadership to motivate, by way of extrinsic and intrinsic factors, significantly governs organizational commitment. For Yousef (2017:77), the only strategies left is the determination of either the extent or factors influencing commitment.

2.5.2 Intrinsic Satisfaction and Organizational Commitment

As a job satisfaction theory, intrinsic satisfaction defines the psychological factors related to workers' self-actualization. These are factors derived from the amalgamation of intrinsic factors the worker experiences at the job. Intrinsic work

factors mean factors like self-inducement, responsibility, observed accomplishment, and skill development connected to work accomplishment due to the ability to remain a factor of intervention (Pieters, 2018:11). Intrinsic satisfaction remains fundamental when behavioural reasons develop consistent with the skills, capabilities and interest fields because of the individual perceptions of in regard to own expectations. On the other hand, disappointment emanates when the individual's expectations never match their expectations and perceptions. Abdallah et al. (2017:53)'s study indicates that the capacity of the organization's leadership to offer employees some intrinsic satisfaction direct affects organizational commitment because workers with some intrinsic satisfaction effortlessly assume responsibility and sacrifice for that organization.

2.5.3 Extrinsic Satisfaction and Organizational Commitment.

Azeez, Jayeoba, and Adeoye (2016:114) state that the theory of extrinsic satisfaction refers to the outside working conditions linked to the employees' workplace environment. Skill, Determination and willingness are only sufficient enough to describe the personnel's adaptations to work through outside factors linked to goals like receipt of a reward, punishment avoidance and refining professional occupation than job satisfaction. When a person has some interest in their job, they focus on obtaining intangible or tangible gains from such activity including; the basic monetary rewards, the security of a job, advanced colleague and superior relations; factors that constitute the outside reward system (Mathieu, Fabi, Lacoursière and Raymond, 2016:129).

Van der Schyff, Botha and Ellis (2018:10) maintain that Environmental features that back such factors need to be highly quantified and qualified as substantially appropriate workplace conditions. Van der Schyff, Botha and Ellis (2018:10)'s study analysed the relation between extrinsic satisfaction and organizational commitment to conclude that the capacity of the organization's leadership to offer employees extrinsic satisfaction increases the commitment of the employee to the organization.

2.6 Strategies to improve job satisfaction and consequently improve organizational performance at the municipality

2.6.1 Introduction

This section will attempt to discuss the strategies that help improve job satisfaction and consequently improve the performance of the organisation. Subsection 2.5.2 discusses the establishment of a positive workplace as one of the measures that to improve job satisfaction. Subsection 2.5.3 review reward and recognition. Subsection 2.5.4 highlight employee engagement and involvement. Subsection 2.5.5 discusses the development employee potential and skills strategy, subsection 2.5.6 discusses measuring and evaluating job satisfaction and lastly subsection 2.5.7 will discuss the balanced score card as a typical strategy.

2.6.2 Establishing a Positive Workplace Environment

Schouw, Mash and Kolbe-Alexander (2018:8) state that the creation of job satisfaction in employees starts with formulating or offering a constructive workplace environment. An encouraging or inspiring workplace environment needs going beyond responsibility and provide for the worker's needs. A decent physical environment entails components of a working environment like workplace policies and procedures, ventilation and worker security. Worker assistance programmes spread purposefully across an organisation to help workers in their daily operations. For instance, The Walt Disney Company Workplace environment includes services like employee discount plans, childcare data, money guidelines, bus passes, and check pursuit. Flexible working and work-life balance are key components of a decent working environment. Development a positive working environment entails employee respect to diversity and support for worker engagement. The working environment must also create a culture of high performance that inspires engagement, creativity and innovation (Xingwana, Smith and Mazibuko, 2019:14).

2.6.3 Recognition and Reward

Bwowe, and Marongwe (2018:9) states that employee recognition remains a powerful instrument for building motivation and morale. Employee recognition or

staff appreciation means the open salutation and appreciation for the contributions of an employee to the organization. Employee recognition is simply not the worksheet with boxes to check best practices. Employee recognition has the capacity to impact employee motivation and productivity, retention and engagement. Therefore, Employee recognition is a crucial component shared by several successful and international organizational cultures.

Jauhar, Ting, Rahim and Fareen (2017:442) state that recognition and rewards are used to motivate personnel as well as demonstrate company appreciation. Often, the recognition and rewards arise in the form of additional compensation for the employees that undertake the actions in their role descriptions and realise set objectives. Recognition and Rewards can similarly be team-centred accomplishments for realising project-centred targets. recognition and Rewards generally help in; a) Shaping employee conduct and workplace ethics; b) offer employees the chance to apportion work benefits; c) Make aware the personnel that they are a company's integral component. Recognition and Rewards can be monetary like bonuses or even non-monetary like acknowledgement in the company's newsletter and/or during ordinary team meetings. The recognition and rewards may correspondingly be some tokens like celebratory meals or gifts.

2.6.3.1 Maslow's Theory of Hierarchy of Needs

Maslow introduces a five levels hierarchical needs and argues that individuals seek to satisfy the lowest need in the rank before acting to meet their higher needs(Mawere et al., 2016) According to Adair (2013) the people are more motivated by the internal need's rather than the extrinsic needs such as rewards. Hunger, sexuality, thirst are Physiological motivators and are called drives such as hunger, thirst, sexuality, are called drives and the human specific desire to achieve is called needs. There is a need contemporary manager of organisations to understand the motivation and build organizational culture with a motivation levels for employees to be more productive

2.6.3.2 McClelland's Theory

McClelland's theory discovered that people's needs are acquired over time through experiences and can be classified as people with high need for achievements, people with high needs for affiliation and those with high needs for power (Jaquays and Thompson, 2018). Those with high needs for achievement will seek to excel and may avoid both high and low risk situations. "While those with low needs for achievements are inclined to create self-fulfilling prophecies of failures and may luck confidence and avoid challenges" (Horner et al., 2017). Those with high needs for affiliation will seek harmonious relationships and avoids conflict and always tend to agree with everyone. People with high needs for power may be classified into two categories, institutional and personal. Those with high needs of personal power will tend to direct others whereas those with institutional power direct the efforts of others to achieve the goals of the organisation.

2.6.3.3 Herzberg Theory

Bhatta, Shrestha, and Mishra (2018:17) contend that The Herzberg's Two-Factor Theory focuses on satisfaction being linked to sources that are positive and intrinsic like achievement, promotion and recognition whereas dissatisfaction being linked to sources that are extrinsic and negative like pay, working conditions, supervision and policies.

2.6.4 Employee Engagement and Involvement

De Beer, Tims, and Bakker (2016:412) states that worker engagement is defined classically as the employees' positive, job-linked state of mind characterised by dedication, absorption, and vigour. People remain more engaged and committed if there is a procedure for them to share their suggestions and ideas. Such a practice gives the employees some sense of pride and ownership in their work. While absorption is a divergent component emanating from possessing the needed dedication and vigour at work, the core elements of worker engagement are dedication and vigour. Vigour reproduces high mental resilience and energy levels at the workplace while dedication replicates the sense of enthusiasm, significance, inspiration, challenge, and pride (Ndoro and Martins, 2019:125).

Pieters (2018:11) states that proactive work behaviour and engagement increase employee engagement. The positivity effect broadens employee attention, action and cognition, which resultantly leads to an increase in assets and resources. Work crafting is a proactive behaviour and mediator in the company's procedure of increasing worker engagement. Job resources are a strong predictor of worker engagement. Proactive activities by the employee increases and mobilises work resources, increase the challenging job aspects and reduces hindering work demands and resultantly worker engagement.

2.6.5 Develop Employee Potential and Skills

Chipunza, Thasi, Jonck and Van der Walt (2016:183) state that Education and Training motivate individuals, making them more innovative and productive. Learning hardly stops while tests continue all through the employees work tenure. Periodical employee training offers personalized recommendations on skills that require reviewing and improvement. A company's intensive development and training program result in lower employee turnover and higher employee motivation. The reasons for the need for constant development and training include well-trained personnel that are more willing and capable to undertake control over own work. Employees require little supervision; something that frees leadership of other responsibilities (van Antwerpen and Ferreira, 2016:98).

With constant training, workers are capable of answering customer questions; something that builds decent client loyalty. Workers that understand the company and its operations will hardly complain, remain more motivated, and satisfied. All the above training practices result in better employee-management- relations, more employee motivation, and satisfaction (Ocen, Francis & Angundaru, 2017:757).

2.6.6 Measure and Evaluate Job Satisfaction

Zhou, Wang, Tsai, Xue and Dong (2016: 2816) states that continuous employee improvement and evaluation are the last step to improving job satisfaction and subsequently organizational performance. Continuous evaluation means continuous activity, which includes the particular cycle of stages. The leading reason for evaluation is measuring employee progress as well as determining all that needs refining. Shirin and Kleyn (2017:292) maintains that Continuous employee evaluation entails: a) measuring the workforces' attitudes, motivation, and

morale; b) identifying the extent of the problem in need of improvement; c) the designing and implementing of a worker improvement strategy. Successful organizations carry out period job satisfaction surveys.

2.6.7 Balanced Score Card (BSC)

The balanced score card was developed in the early 1990 by Kaplan & Notton (1996). Its focuses on performance management and other techniques rather than the normal financial measurement to gauge the success of the organisation. Kaplan and Notton (1996) developed a four-dimensional performance management system that manages the performance of the organisation while translating the strategy and vision (Khuboni, 2003:107). The balanced score card is a significant tool as it assists in translating the strategy to performance measurements by providing a useful framework (Kaplan, 2001: 108). According to Khuboni (2003), the balanced score card more valuable as it focused on both the short-term goals as well as long term viewpoint. The elements as introduced by Kaplan and Notton are financial viewpoint, customer viewpoint, internal business process viewpoint and learning and growth viewpoint (Ahmed, 2014: 55).

2.7 Chapter Summary

The aim of the chapter was to critically review existing literature on the relationship between the leadership style, organisational culture and organisational performance. In seeking to solve the research problem this chapter highlights all the theories pertaining to job satisfaction and its motivators. This chapter discussed the current literature on impact of organisational culture on the performance of the organisation. This chapter also discussed the traits of different leadership style and their impact on the organisational commitment and then the performance of the organisation. According to the literature leadership style and organisational culture have an influence on job satisfaction and my lead to high or low performance of the organisation. Literature also indicates that the culture of the organisation can to some extent influence the leaders, as leaders needs fit their leadership style to culture of the organisation.

CHAPTER 3: RESEARCH METHODOLOGY

3.1 Introduction

The chapter covers the methodology of research employed to study the impact of leadership and organisational culture on service delivery at Kannaland Local Municipality. This chapter describes the preferred research design, sampling method, the study instruments, data collection and analysis methods.

3.2. Aim of the Study

The aim of the study is to examine how leadership style affects job satisfaction; ascertain how organisational culture affects job satisfaction within the Municipality; examine how job satisfaction affects organisational commitment and recommend strategies to improve job satisfaction and consequently improve performance at the Kannaland Local Municipality.

3.3 Research paradigm

Moon, Blackman, Adams, Colvin, Davila, Evans, Januchowski-Hartley, Bennett, Dickinson, Sandbrook and Sherren (2019:296) defines research paradigm as the basic theoretical framework and system of belief with assumptions on: a) the ontology; b) the epistemology; c) the methodology as well as the c) the methods. Research paradigm is; therefore, the way people understand and study world reality. Research paradigm gives justification for the chosen methodology of research. Although epistemology concentrates on discovering tolerable knowledge, ontology concentrates on reality's nature. Methodology means the expressed, theoretically conversant approach to data production of. Methodology is the plan of action, design, strategy or process that informs a person's choice of study methods, concerned with discussing the ways the particular research is to be carried out. Methods means specific ways of analysing and collecting data.

According to Bauer (2017:68), positivism, interpretivism and constructionism are the three main approaches to research. Interpretivism is shaped by people experiences as well as social situations. Interpretivists maintains that the predominant social realities are neither objective nor singular but best understood in socio-historic

situations, or by several study participants reconciling the subjective deliberations. Since interpretivism holds "social realities" as difficult to abstract and embeds in social settings, Interpretivism defines reality using sense-creation" approaches or processes instead of hypothesis-taxing actions. Constructionism states that every study generates some intrinsic meaning of the studied phenomena. Constructionism maintains that it is in examining the differences and nuances in participant understandings that the participants appreciate the studied phenomenon in similar ways (Kivunja and Konini, 2017:41).

This study adopted the positivist research paradigm. Antwi and Hamza (2015:225) contend that positivism is of the assumption that reality prevails independent of people or humans. To positivism, reality is not arbitrated by people senses but governed by the absolute laws. The ontological standing of positivism is of realism where positivism strives to appreciate the world in its naturalness. Researchers of different eras of time and regions converge similar conclusions on a studied phenomenon because reality remains free of context. The epistemological standing of positivism is of objectivism wherein researchers remain objective in the study of phenomena existing independent of them and not disturbing all that is being studied. Positivism is of the belief that laws prevail to govern the studied phenomena; whose application helps in presenting realistic statements. Positivists believe in the consistency of the phenomena in the study participants (Ryan, 2018:42).

3.4 Research Design and Methods

Research design means the set of procedures and methods employed in the collection and analysis of measures of the specified variables in the research problem. Qualitative, qualitative research design and mixed-methods are the main research designs in research (Creswell & Creswell, 2017:14). The qualitative research design is implemented where there is an established relation between the observation and collected data on the basis of arithmetic or mathematical calculations. There is use of mathematical calculations in qualitative research designs to prove or disprove theories linked to the naturally prevailing phenomenon. The quantitative research design is implemented in situations where it remains significant for the researcher to possess statistical deductions to gather actionable understandings. (Creswell & Creswell, 2018:11). This study used a quantitative

research design because numbers offer a better viewpoint to making important conclusions. The quantitative research design remains important because conclusions reached on the foundation of analysis and numbers are only effective for such study.

According to Blair, Cooper, Coppock and Humphreys (2019:846), research designs can be divided further into descriptive research design, the experimental research design, correlational research design, diagnostic research design and explanatory research design. The descriptive research design entails the study having a sole interest in describing the case or situation studied. The descriptive research design is theory-based, created by the gathering, analysing and presenting collected information. The implementation of descriptive research design helps the researcher provide insight into the reason and approach to research. Studies use the experimental research design to create a relation between the cause-and-effect of the situation. The experimental research design entails observation of the causal effect by an independent study variable on the dependent study variable. Often experimental research design is employed in observing human conduct through the analysis of the effect of a group on another (Steinmo, Fioretos, Falleti and Sheingate, 2016:112).

Correlational research design helps the study to create a relation between closely linked variables. There is a conclusion of the connection between variables using some correlation coefficient with the value ranging between +1 and -1. A correlation coefficient towards +1 indicates some positive relation between variables while a -1 correlation coefficient shows an adverse relation between the variables (Curtis, Comiskey and Dempsey, 2016:21). The diagnostic research design entails the study inclining towards the appraisal of the actual causes of the phenomenon studied. The diagnostic research design entails evaluating the elements that contribute towards a difficult situation. The three of diagnostic research design parts are a) issue inception, b) issue diagnosis and c) issue solution. Exploratory research design is dependent primarily on the researcher's personal inclinations about the studied topic. This study employs the exploratory research design because accounts of the subject's unknown characteristics is availed alongside the details on the how, why and what is connected to the study questions (Rahi, 2017:5).

Whereas research design means the idea or plan for responding to the study question, research method means the approach or strategy used to implement the chosen plan research method means the systematic plan for carrying research. There are both quantitative and qualitative methods of research.

3.4.1 Research Instrument

Questionnaires or surveys, document screening, experiments and observation are the main quantitative research methods. This study used questionnaires as its research method. A questionnaire is a good method for gaining data from huge people numbers and/or individuals that may have no time for interviews or experiments. A questionnaire allows individuals to create time, reflect and then respond to the questions in the questionnaire (Brace, 2018:2).

In using questionnaires, participants have the liberty and time to privately state feelings or views minus worrying about all possible reactions of a researcher (Patten, 2016:7). Regrettably, certain individuals may remain inclined to offer socially satisfactory answers. The researcher using a questionnaire has the time to encourage people to reply honestly to the questions as and avoid drawing incorrect conclusions. The disadvantage with questionnaires is that they generally have an equally low rate of response and individuals do not continually answer the questions or even correctly (Geuens and De Pelsmacker, 2017:100).

A questionnaire typically contains numerous choice attitude questions, scales, open-ended and close-ended questions. This study employed a close-ended questionnaire to collect data on the study the impact of leadership and organisational culture on service delivery at Kannaland municipality. A closed-ended questionnaire is the questionnaire with questions for which the researcher offers the participants to the study with choices from which to select a reply or response. Closed-ended questionnaires are those with questions, which are answered with a simple no or yes whereas open-ended questionnaires have questions requiring more thought than simple single-word answers (Rahi, 2017:4).

The close-ended questionnaire for this study was taken from an existing instrument and it contains four main sections. Section A covers the demographics of the participants. Section B covers how leadership style affects job satisfaction while Section C covers how organisational culture affects job satisfaction within the

Municipality. Section D contains questions on how job satisfaction affects organisational commitment as well as the recommended strategies to improve job satisfaction and consequently improve performance at the municipality.

The research questionnaires are administered in several different approaches including post, email, Internet sites, personally handed out as well as administer to the confined audience like individuals attending the conferences. For this study, the questionnaire were administered via an email.

3.5 Study setting

The Kannaland municipality is the study setting for this study. The Kannaland Local Municipality is the local municipality situated in Western Cape Province's Garden Route District Municipality, South Africa. WC041 is the municipality code for Kannaland Local Municipality. The municipality is situated in Little Karoo's western part and comprises the Calitzdorp, Zoar and Ladismith towns. The Kannaland Municipality (2019) reports that it has a 24767 population, covering an 1837 square mile (4758 square kilometres) area, stretching from the northern Swartberg area to the southern Langeberg Area as well as the western Anysberg and eastern Gamkaberg region. The Groot and Gourits rivers drain the Kannaland Local Municipality. The Kannaland Local Municipality borders Prince Albert and Laingsburg municipalities in the north; the Oudtshoorn Municipality in the east; Hessequa Municipality in the south; and the Langeberg and Swellendam Municipalities in the Western Cape.

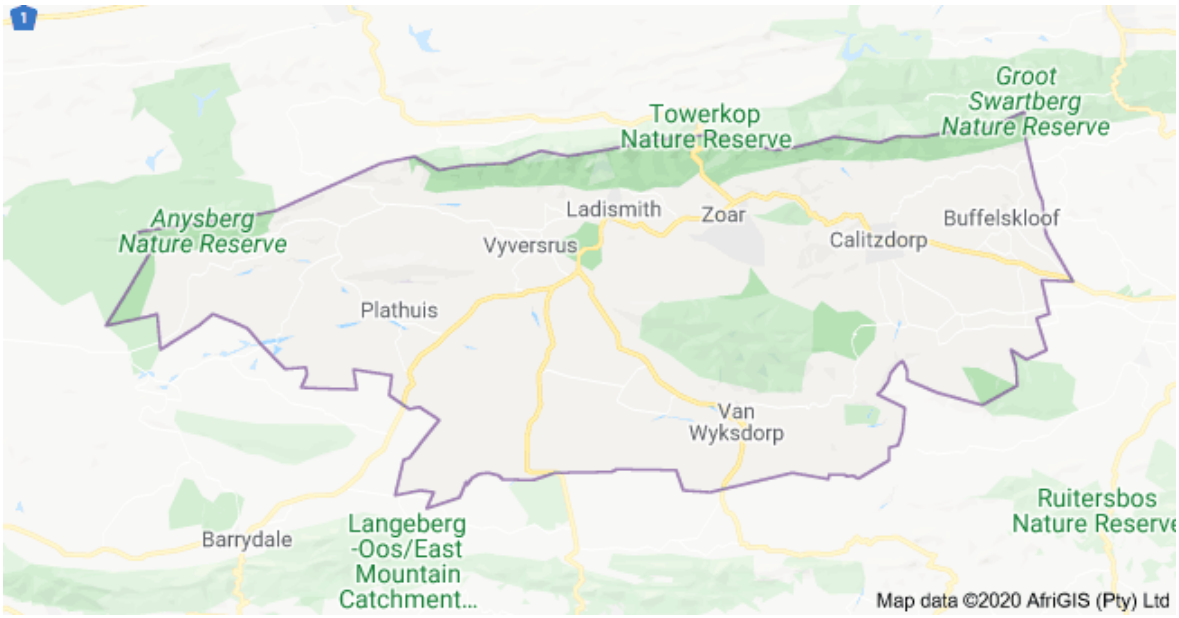

Figure 3 1: Kannaland Municipality Map

The Kannaland Local Municipality is ranked a Category B municipality within Western Cape Province's Garden Route District. The Kannaland Local Municipality is one of the seven (7) municipalities of the district. The Kannaland Local Municipality shares a border with the northern Central Karoo District and Eastern Cape Winelands District. The Kannaland Local Municipality is located 340 kilometres north-east of the Cape Town alongside the renowned Route 62 tourism. The Municipality is connected by the tarred main road to other centres like Oudtshoorn, Montagu, George, Port Elizabeth and Mossel Bay. Kannaland Local Municipality's legislative and administrative seats are situated in the Ladismith area, with some satellite workplaces in Vanwyksdorp, Zoar and Calitzdorp (Burger and Roux, 2015:44).

The Kannaland Local Municipality remains responsible for the provision of basic services as well as the nearby farming people. The climate of Kannaland is idyllic for peaches, apricots, grapes, plums and nectarine production. The renowned Ladismith and Parmalat dairy products are from the Kannaland Local Municipality. Calitzdorp's quaint little haven also held South Africa's port-wine capitol due to Boplaas, Axehill, Calitzdorp and De Krans wine cellars' top-quality wines (Visser,2015:207). The Kannaland Local Municipality lies between the Anysberg and Swartberge mountain ranges. The Towerkop is an inspiring mountain peak

above the Ladismith. Another impressive site Elandsberg and Stanley's Light are among a wide diversity of beautiful routes in the Kannaland. The Kannaland Local Municipality has a discrete style of the building making it exceptional including the Ladismith Style, the simplified Georgian design dating from 1830 (Kannaland Local Municipality, 2019).

3.6 Population and sample of the study

Creswell and Creswell (2017:15) define research population as the complete elements a study holds as relevant to hold the needed data. According to Creswell and Creswell (2018:24), generalising study findings from the study sample to the total population needs probability sampling. The sample has to display the characteristics of stratification and randomisation to be representative of the total population. It is such characteristics that reduce the bias levels and sampling errors as well as increase the confidence level that the study sample is a true representation of the total population.

The research population in this study remains limited to: a) Participants had to be Kannaland Local Municipality employees including engineers, administrators, technicians; and b) Public sector employees in Kannaland Local Municipality that are actively implementing leadership and organisational culture in their service delivery. The research population for this study remains expected to possess and apply their knowledge on leadership and organisational culture in service delivery. Therefore, the study objective was to give the research population an equal opportunity of selection to answer the study questions. The research population consisted of 170 people from the Kannaland Local Municipality.

Boddy (2016:425) defines sample as objects, items, or people who are selected for measurement from the larger target population. Sample is a representation of the research population that ensures the generalisation of the study findings. Sample embodies only the part of the research population whose opinions or behaviour the particular study cares for. The population size never has any effect on determining the size of the sample. Determining the size of the sample entails the chance of achieving comparable results when a repeated confidence level (surveillance) and the association of the projected level of inaccuracy with the confidence interval

(sample results). Determining a sample size with the above factors shows the efficiency in the sample observations.

For the determination of the sample size, this study employed the Survey Monkey (2019) sample size calculator wherein the size of the sample is equal to the research population as against the sampling confidence level and Margin of error. The margin of error means the percentage telling the study all expected quantities as well as the results reflecting the views of the research population. The larger the error margin (5% herein), the far a study attains an exact answer at the desired confidence levels (95% herein). The sampling confidence level means the percentage that reveals the study confidence in the selected population to reply to the study questions in a stated range. A 90%-and-above confidence level means that the readers or study is 90% certain the results between the anticipated numbers. Thirty two (32) participants were the sample size for this study.

3.7 Sampling method

Sampling is a process used in statistical analysis in which a predetermined number of observations are taken from a larger population. Sampling entails probability and non-probability sampling. Non-probability sampling signifies sampling techniques which assist the researcher to choose units from the research population interested in the study. The leading characteristic of the techniques of non-probability sampling is that the selection of samples is based on the researchers' subjective judgement than random assortment, which is the foundation of all techniques of probability sampling. Techniques of probability sampling employ random assortment to assist the researcher to select the units from the sampling frame and included them in the sample. Probability sampling procedures remain defined clearly, making it very easy for anybody to follow (Etikan, Alkassim and Abubakar, 2016:2).

3.7.1 The main types of non-probability

The main types of non-probability sampling technique are quota, convenience, purposive, snowball and self-selection sampling. Convenience (Haphazard, or Accidental) sampling is the sampling procedure where the researcher chooses the case in a way convenient for inclusion in the study sample. Convenience sampling

produces ineffective, exceedingly unrepresentative samples. A researcher can simply attain a seriously misrepresenting sample due to selecting convenient cases. Such convenience samples are quick and cheap yet systematic mistakes that occur easily make the mistakes worse (Etikan, Musa and Alkassim, 2016:3).

Setia (2016:.505) state that in quota sampling, the researcher identifies first the relevant people categories like female, male; under or over the age of 30, then chooses the people for every category. Consequently, there is fixing the number of individuals in several sample categories. Judgmental or Purposive Sampling is an acceptable kind of sampling for special situations. Purposive or Judgmental Sampling uses the expert's judgment in choosing cases with a detailed purpose. Purposive sampling is employed most frequently when the difficult-to-reach population requires measurement. Snowball (network, reputational, or chain referral) sampling is a method for identifying and sampling the cases in a network. It begins with one or a few people or cases and spreads out on the basis of links to the initial cases (Sharma, 2017:750).

3.7.2 The Types of Probability Sampling Technique

Etikan and Bala (2017:215) state that in probability sampling, each member of the research population has an equal chance of selection. The capacity to calculate the sampling error is the leading advantage of probability sampling. Another advantage of probability sampling is the correctness of statistical approaches after experimenting. Probability sampling can similarly be employed in estimating the population parameters since it is representative of the total population. Probability sampling is a dependable method for eliminating sampling prejudice**.**

The main types of probability sampling technique are systematic sampling, stratified sampling, random sampling, disproportional sampling and cluster sampling. Using the sampling interval, the elements in systematic sampling are selected randomly. The sampling interval informs the researcher ways of selecting elements from the sampling frame through skipping elements in the frame before choosing one for the study sample. For instance, the researcher with a list of 1000 elements in their population and sample size of 100 will select the 10th element or case. The two (2) tricks followed herein are: a) the sample frame has to have elements organised in a random manner; b) the point of starting, that is, point of selecting the first element

for insertion in the study sample, must randomly be resolved (Sarstedt, Bengart, Shaltoni and Lehmann, 2018:653).

A researcher using stratified random sampling first splits into subpopulations the research population (strata), defined as population characteristic. For instance, male and female) on the foundation of additional information. Upon dividing into strata, the research population, the researcher drafts random samples from every twenty-fifth (25) subpopulation. Generally, if there is the accuracy of stratum information, stratified sampling generates samples which represent the population more than the simple-random sampling.

Martínez-Mesa, González-Chica, Duquia, Bonamigo and Bastos (2016:327) states that cluster sampling solves two key problems: a) the researchers lack a good frame of sampling for the geographically-dispersed research population as well as b) high costs to reach the sampled element. Other than using the single sampling frame, the researcher uses the sampling design involving numerous clusters and stages. Cluster means the unit containing final elements of the sampling that can temporarily be preserved as an element of the sampling itself. The huge practical advantage of cluster sampling is that the researcher samples the clusters randomly before randomly sampling elements within the chosen clusters.

Regardless of the impossibility to generate one for the elements of sampling in cluster sampling, the researcher generates a good sampling frame of the clusters. Upon the researcher attaining a sample of the clusters, there was manageability of the formed sampling frame for elements in every cluster. The advantage for cluster sampling in such geographically spread population of Kannaland municipality is that the elements in every cluster remain closer physically to each other. Such a practice saved the researcher in reaching or locating every element.

This study employed a simple random sampling for this study. Simple random sampling means the basic technique of sampling where the researcher selects the sample (subjects or participants) from a larger population by accident or chance and every population member has an equivalent chance of inclusion. In simple random sampling, the researcher creates a correct frame of sampling, chooses elements of the sampling frame using a mathematically-random procedure before locating the real element selected for addition in the study sample.

3.8 Construction of the Instrument

The steps this study took in the construction of the questionnaire were: (a) analysis of the content of the study literature and research objectives (b) pilot outline of the study topic and research objectives drafted as the test blueprint and (c) weight topics and even produced test blueprint. The final questions were constructed into the needed questionnaire.

3.9 Data Collection

Data collection means the process of measuring and gathering information on the targeted or projected variables in some conventional system that then permits a person to reply to the study questions as well as evaluate the outcomes (Creswell and Creswell, 2018:23). This study used a close-ended questionnaire for the collection of data.

The close-ended questionnaire for this study contains four main sections. Section A covers the demographics of the participants. Section B covers how leadership style affects job satisfaction while Section C covers how organisational culture affects job satisfaction within the Municipality. Section D contains questions on how job satisfaction affects organisational commitment as well as the recommended strategies to improve job satisfaction and consequently improve performance at the municipality.

For this study, the research instrument (questionnaire) was administered by the researcher via an email means of communication to the staff members of the municipality. The email contained a covering letter and a link to Survey Monkey website. The covering letter explained the purpose of the study and it further indicated that participation was voluntary and that participants did not have to disclose their identity. The participants were requested to return their responses within two weeks. Data Collection took place between October and November of 2019 and thereafter, the comprehensive analysis of data commenced.

3.10 Data analysis

According to Albers (2017:233), data analysis means the process of assessing data by way of statistical and analytical tools to determine useful material and assist in

decision-making. Data analysis means the process of cleaning, inspecting, modelling and transforming data with the aim of determining useful evidence, informing deduction and backing decision-making. The several methods of data analysis include text analytics, data mining, data visualization and business intelligence (Sheard, 2018:452). Quantitative data analysis remains founded on data classification based on calculable values.

This study used inferential analysis (regression) for data analysis. With inferential analysis, the researcher takes the sample information from small people numbers and tries to determine whether the data has the capacity to predict the outcome. Inferential analysis employs statistical models to compare sample information with the rest of the samples and/or previous studies. Correlation coefficient and regression analysis measure the degree of relations between variables in different yet connected ways. In the regression data analysis, one dependent variable (Y) is held a function of the independent variables, (X1 and X2) amongst others (Gunst, 2018:23). There is an assumption that the values of the independent and dependent variables are ascertained in some error-free accidental manner. Additionally, parametric methods of regression analysis are of the assumption that for a given value of independent variables, there is a normal distribution of values of the dependent variable about the mean. The application of the regression analysis or such statistical procedures to both independent and dependent variables generates some equation which best estimates the functional relation between data observations (Judd, McClelland and Ryan, 2017:24).

3.11 Reliability and validity of the study

3.11.1 Reliability

Reality focus on the extent to which the study results are reproducible when there is a repetition of the study under similar conditions (Viswanathan, Kayande, Bagozzi, Riethmuller and Cheung, 2017:467). Reliability entails checking results consistency across different observers, time, and parts of the questionnaire itself. Reliability relates to validity maintaining that a dependable measurement is always not valid, the study results are reproducible, yet not correct necessarily (Tanzilli, Colli, Del Corno and Lingiardi, 2016:147).

For reliability in this study, internal consistency (Homogeneity) is measured using the Cronbach's a tool. Cronbach's α test entails determining the average of every correlation in each split-halves combination (Lu, Chang, Liu, and Tsay, 2018:1019). Instruments of research with questions of more than two responses are used for Cronbach's α results between zero (0) and one (1). 0.-and-higher is the acceptable score of reliability (Yu, Hengzhuo and Weilin, 2017:10). This study tested stability using the test-retest reliability testing. Test-retest (pilot) reliability entails giving the instrument to same study participants than once in similar circumstances. This study carried a test-retest (pilot study) of the instrument with ten (10) participants before the actual study. The study used inter-rater reliability to assess equivalence. The inter-rater reliability test comprises determining the agreement levels between observers (Sabet, Azad and Taghizadeh, 2016:29).

3.11.2 Validity

Validity is the extent to which the study instrument or results actually measure all they are intended to measure validity entails checking how well the instrument or results agree with established measures and theories of the same studied concept (Dikko, 2016:528). A valid study measurement or instrument is reliable generally in that if the test produces correct results, then they must be reproducible. There are three major types of validity. content validity looks at if the data collection instrument covers adequately all the content it must with respect to the study variable, that is, does the instrument of study cover the complete domain connected to the research variable, or even construct it was intended to measure? Face validity is the subset of content validity that entails asking experts of their view about if the instrument of data collection measures the intended concept (Soares, 2019:168).

Construct validity means if the research can reach inferences on the test scores linked to the studied concept (Bedford and Speklé, 2018:56). Criterion validity is the other measure of validity. A criterion is another instrument which measures the same research variable. Correlations are conducted to ascertain the extent the different study instruments measure a variable. Criterion validity entails Convergent validity which shows that the instrument is correlated highly with instruments that measure alike variables. Divergent validity shows that the instrument of research is correlated poorly to the instruments measuring different study variables. Predictive

validity means that the research instrument has higher correlations with upcoming criterions (Maxwell, 2016:116).

3.12 Bias

Bias means the tendencies that avoid unprejudiced considerations of the study question. Research bias arises when systematic errors emanate from encouraging or selecting one answer or outcome over another, introduced in sampling and/or testing. Bias occurs at every research phase, including the design, collection or data or process of publication and analysis of data (Stenson and Kepler, 2019: 255).

Table 3 1: Avoiding the Types of Bias

Type of Bias	**How to Avoid**
Flawed research design bias	Defined clearly the outcome and risk using validated or objective approaches. Used standardized and blinded data collection.
Channelling bias	Assigned participants to research cohorts by way of rigorous measures.
Selection bias	Selected participants using laborious criteria to dodge confounding outcomes. The participants originated from the same research population.
Bias all through the study	
Questionnaire bias	Standardized the interaction of the questionnaire with participants. The questionnaire to any contact status.
Chronology bias	Prospective research eliminated chronology prejudice. Avoided using notable controls as well as confusion by non-standard trends.
Transfer bias	Before the study, designed cautiously the plan for the lost-to-follow-up participants

Recall bias	Used objective sources of data when possible. Corroborated records at times of using the subjective sources of data. Conducted prospective research because the result was indefinite at the time of participant recruitment.
Exposure Misclassification	Defined clearly the exposure before the study. Avoided the use of proxies.
Performance bias	Considered cluster stratification for the variability minimization in study technique.
Outcome Misclassification	Used objective analytical research or authenticated actions as leading result.
Bias after the research	
Confounding bias	Controlled recognized confounders using randomization (the study design) and regression (during the analysis of data).
Citation bias	Registered the study with the accepted university registry before publication, checked other records office for identical in-progress or unpublished studies.

(Pannucci and Wilkins, 2010)

3.13 Ethical considerations

Bryman and Bell (2007) cite ten (10) points below to represent the leading principles regarding ethical considerations:

1. The participants must not be subjected to any harm.
2. Prioritise respect for participants' research dignity.
3. Obtain participants' complete consent before the study.
4. Ensure the protection of the participants' privacy.
5. Ensure adequate confidentiality level of the participants and data.

6. Ensure anonymity of the organisations and individuals engaging in the study.
7. Avoid any exaggeration or deception about the research objectives and aims.
8. Declare any Affiliations in any funding sources, or forms and any likely conflict of interest.
9. Undertake honest and transparent communication regarding the study.
10. Avoid deceptive information and biased or misrepresentation of principal data findings.

The study assumed the measures below to address the ethical considerations in a very effective manner:

- To attain the voluntary involvement of the participants in this research, the researcher explained to the participants the study objectives, the aim and study goals prior to presenting to them a consent form. The researcher also informed the participants of their right to withdraw at any phase of the study without any charges or penalties.
- To attain the informed consent of the participants, the researcher provided the participants with adequate information as well as assurances on engagement including the presentation of the letter of approval to carry out research refer to appendix 2. The aim of presenting the letter of approval from the university was to allow individuals understand the implications of their participation as well as allow them to reach considered, free and informed decision on participation without coercion or pressure. The researcher made sure the questionnaire does not have any discriminatory, offensive or such other improper language.
- The researcher avoids the use of participants' names in the questionnaire as well as the thesis to protect the anonymity and privacy of the respondents. The questionnaire and study use synonyms and aliases as a substitute for participant names. To protect their confidentiality of the participants, the study kept in an untraceable manner all responses and will destroy the data after two years as required by the research guidelines.
- The study also uses citations and referencing to acknowledge the works or literature of authors used in the dissertation.

- The study upholds the principle of objectivity in all the research analyses and discussions.

The study also considered the ethical concerns cited by the Belmont Report in Nicolaides (2016:22). This study addressed the ethical consideration on, actions and competence of the researcher as well as findings publication. According to Pierce, Steele, Flood and Elliott (2019:39), the beneficence principle comprises of;

- Freedom from harm. Since the discomfort and harm of the participants can be physical, social, emotional, economic, legal or spiritual, this study carried out the process of research in a nonviolent environment as well as with massive sensitivity. This study paid careful consideration to the framing of the research questions to evade exacting damage on the study participants.
- Freedom from any exploitation. In the research question, this study indicated that the evidence by the research participants will not in any kind of manner be used against the participants.

3.14 Chapter Summary

This chapter covers the methodology of research used to collect data on the impact of leadership and organisational culture on service delivery at Kannaland Local Municipality. The study preferred a quantitative research methodology. This chapter maintains that the preferred instrument for data collection for this study is a close-ended questionnaire. The questionnaire has questions on the ways the leadership style affects job satisfaction, how organisational culture affects job satisfaction within the Municipality and how job satisfaction affects organisational commitment. The study preferred the inferential analysis (regression) technique for the analysis of data from the questionnaire. The next chapter covers a presentation and discussion of the collected data.

CHAPTER/ 4: RESULTS AND ANALYSIS

4.1 Introduction

As discussed in the previous section of the thesis, the study aims to analyze the impacts which the leadership traits as well as the organizational-culture on the job satisfaction of the employees in Kannaland Local Municipality, thereby trying to understand the effects of the same on the service delivery of the concerned municipality. To assess these relationships, a survey has been conducted with 32 employees of the concerned municipality (Goertzen, 2017). Survey with close-ended questions has been conducted with these employees, selected, to assess their perceptions about the leadership nature and the existing organizational culture in their workplace and also about their perceptions about the involvement and satisfaction of the employees of the concerned organization. The findings are discussed and analyzed in the following section of this chapter of the concerned thesis.

4.2 Survey Findings

The findings obtained from the survey are categorized and discussed in the following section:

4.2.1 Nature of leadership present in Kannaland Local Municipality

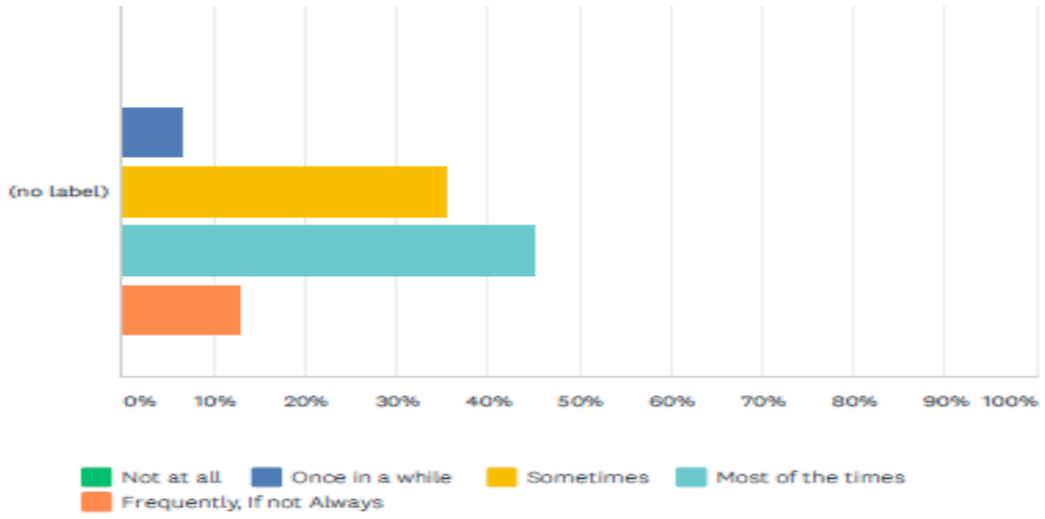

Figure 4 1: Perceptions about the assistance of leaders

The majority (more than 45%) of the survey participants asserted that leaders assist most of the time, while 35% opined that supports are provided sometimes. Only 2 respondents opined that supports are only provided once and while.

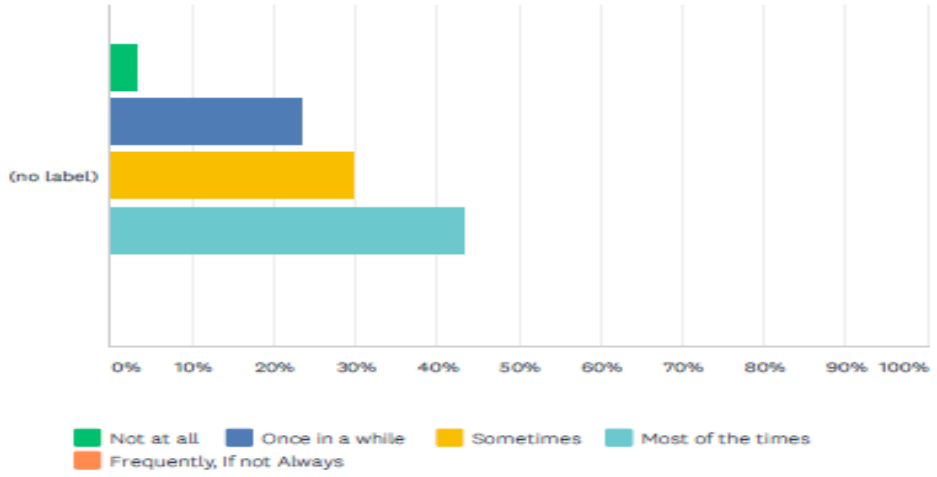

Figure 4 2: Perceptions about re-examination

13 of the 32 responses suggested that the leaders re-examine the assumptions to critical questions most of the time, while 9 of them asserted that sometimes the leaders re-examine the same. Only 1 of the participants said that the leaders never re-examine the critical assumptions.

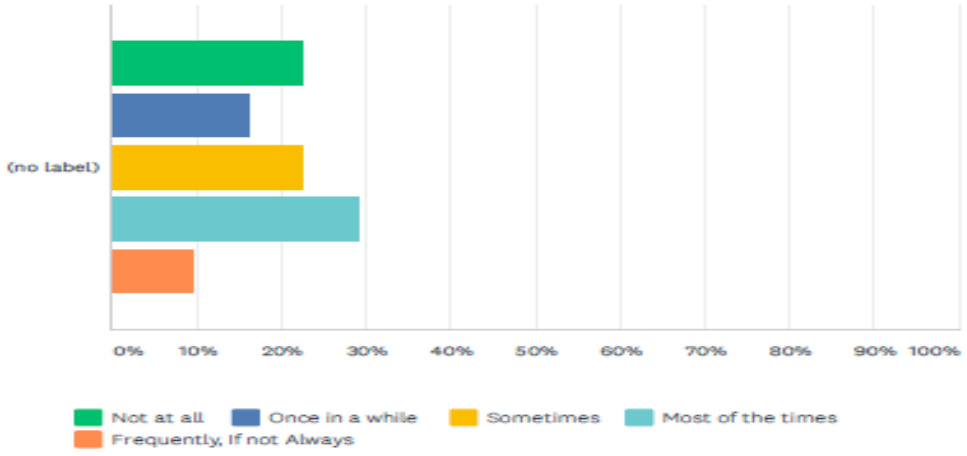

Figure 4 3: Failure to interfere

Nine percent of the study-participants highlighted that their leaders failed to interfere in a problem until it became serious while 22% opined that this occurs sometimes. However, 22.58% also highlighted that the leaders do not fail in interfering to solve problems.

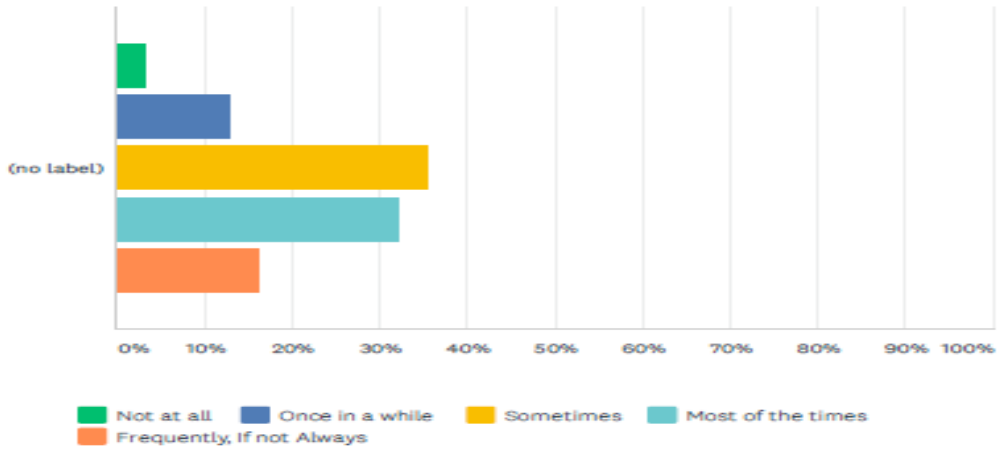

Figure 4 4: Leaders' attention on irregularities and deviations

According to 10 of the 32 people, their leaders emphasize mistakes and deviations from standards most of the time, while more than 51% agreed that this emphasis is present either frequently or sometimes. 5 respondents opined that this attention is either not present at all or is present once in a while.

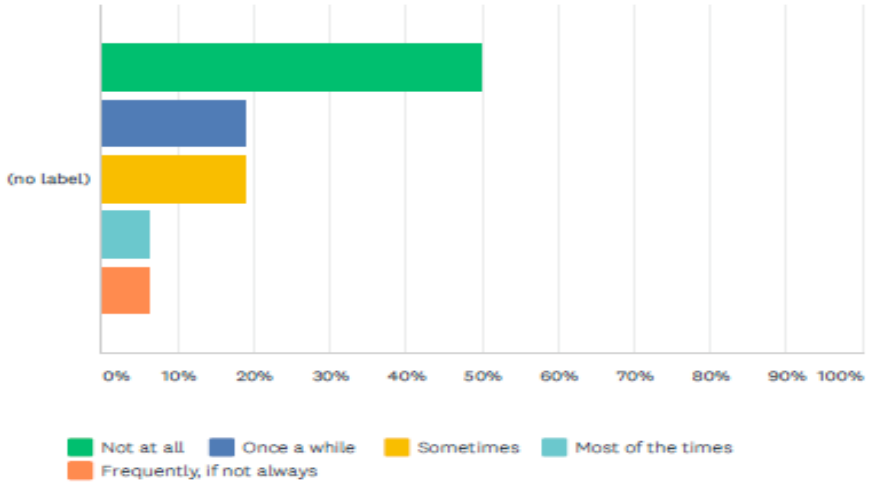

Figure 4 5: Avoidance on part of the leaders

The majority (50%) could be seen to assert that their leaders do not avoid involvement in important issues, while 18.75% argued that it happens only once in a while. 12.5% asserted the presence of this behavior either frequently or most of the time.

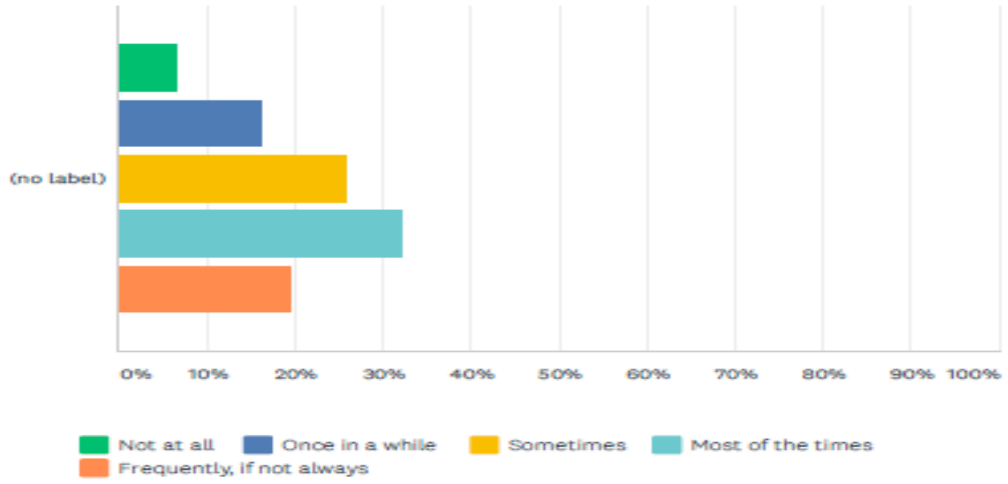

Figure 4 6: Talking about values and beliefs

More than 51% of participants highlighted that their leaders talk about important beliefs and values either frequently or most of the time. 25% said that the leaders sometimes talk about these beliefs and values.

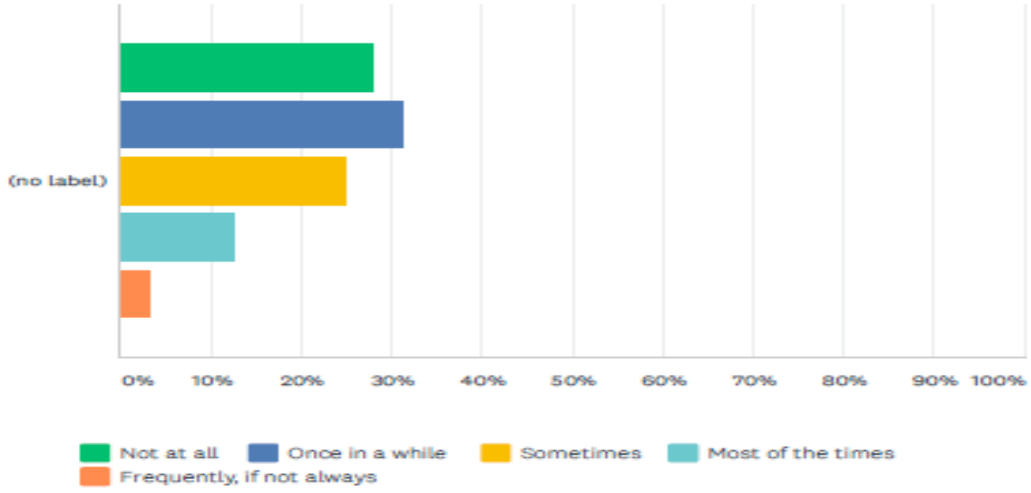

Figure 4 7: Leaders absent when needed

More than 59% of the study respondents could be seen to assert that the leaders only remain absent either once in a while or not at all. However, 15% could also be seen to be saying that leaders are absent either frequently or most of the time.

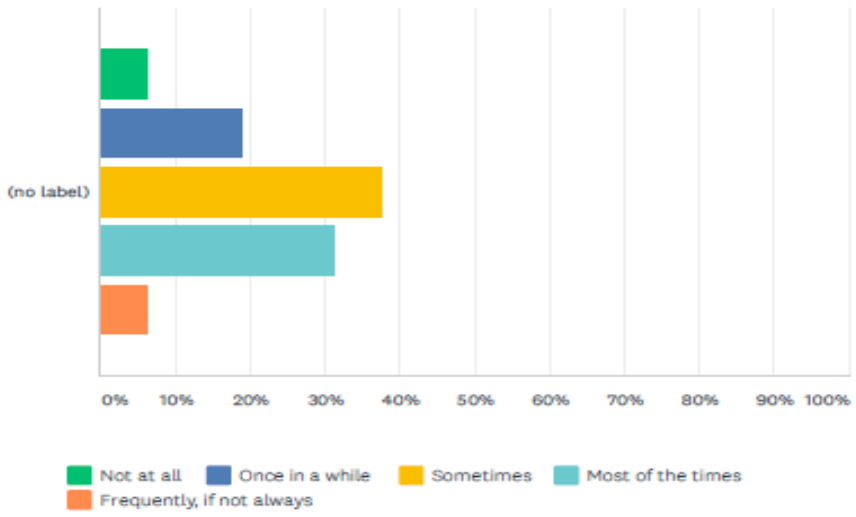

Figure 4 8: Allocates responsibilities to employees

As opined by the majority (12 of 32 participants) the leaders sometimes allocate the responsibilities to the employees specifically, while 10 agreed that this is done most of the time. However, 6 participants also highlighted that once in a while the specific allocation of responsibilities is done by the leaders.

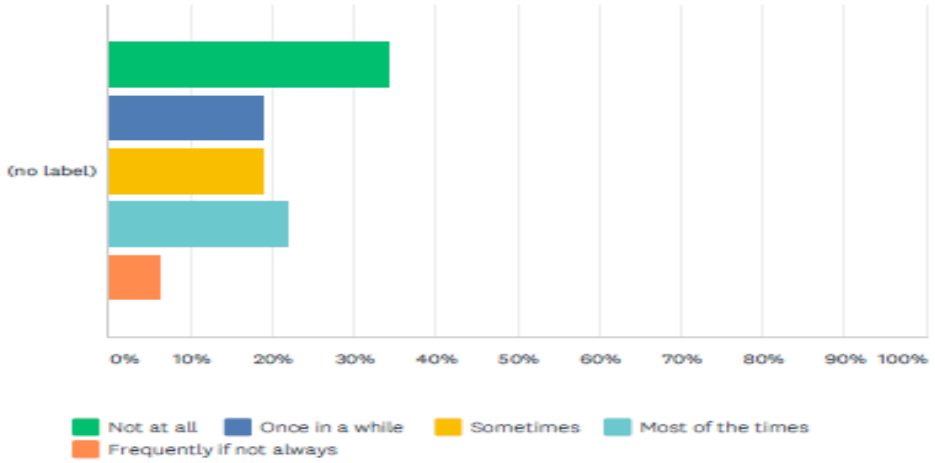

Figure 4 9: Perceptions about delays caused by leaders

The majority (11 participants) said that the leaders do not wait to take necessary actions ever, while 7 said they do that most of the time. A small number of people could be seen to assert that the leaders do it sometimes or once in a while.

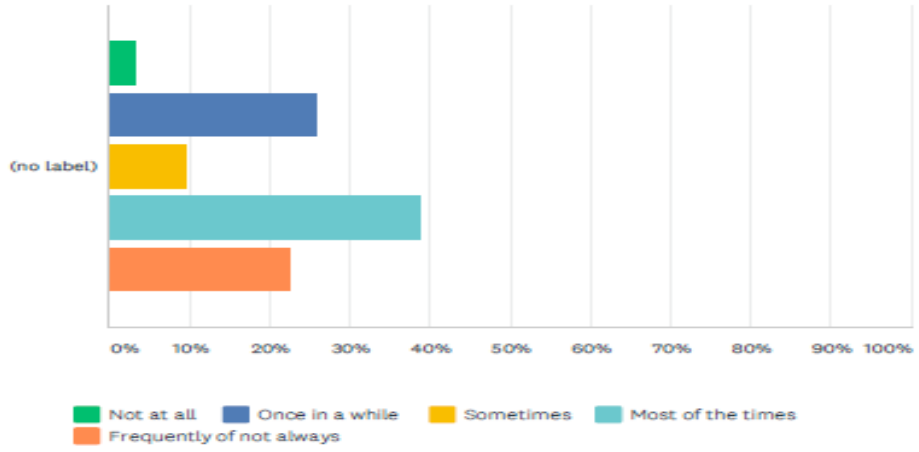

Figure 4 10: Talks about goals to be accomplished

According to the opinions of the majority (38.71%), most of the time, the leaders show enthusiasm to accomplish goals. 22% said that this is done very frequently. However, 29% argued that their leaders talk about the same either once in a while or not at all.

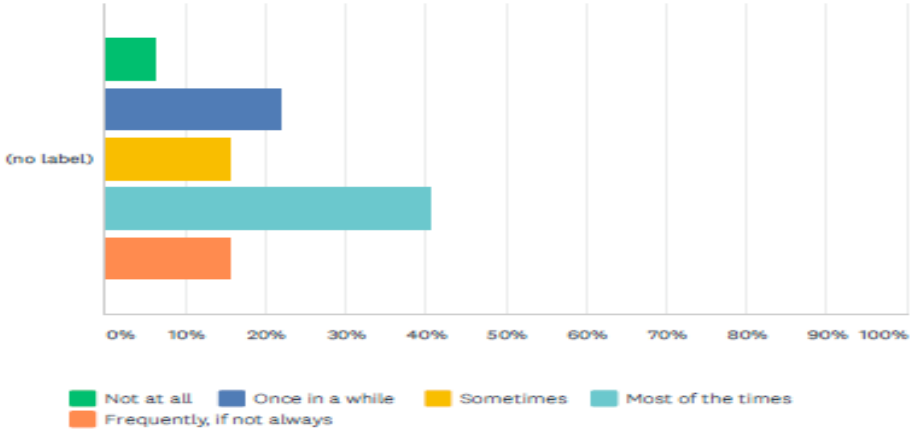

Figure 4 11: Leaders emphasize on having a sense of purpose

Nearly 47% of the participants showed strong positive perceptions about their leaders' emphasis on having a strong sense of purpose, while 27% did not agree to the same.

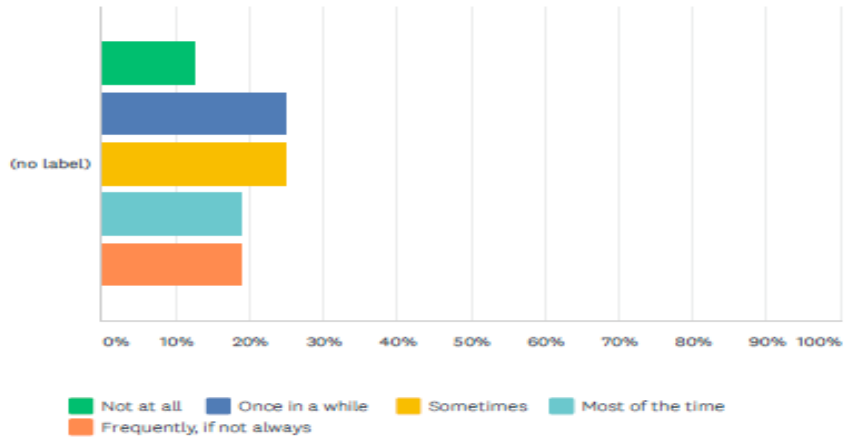

Figure 4 12: Time spent on coaching employees

50% of employees highlight that the leaders either coach them sometimes or once in a while. However, according to 37% of employees, their leaders coach them either frequently or most of the time.

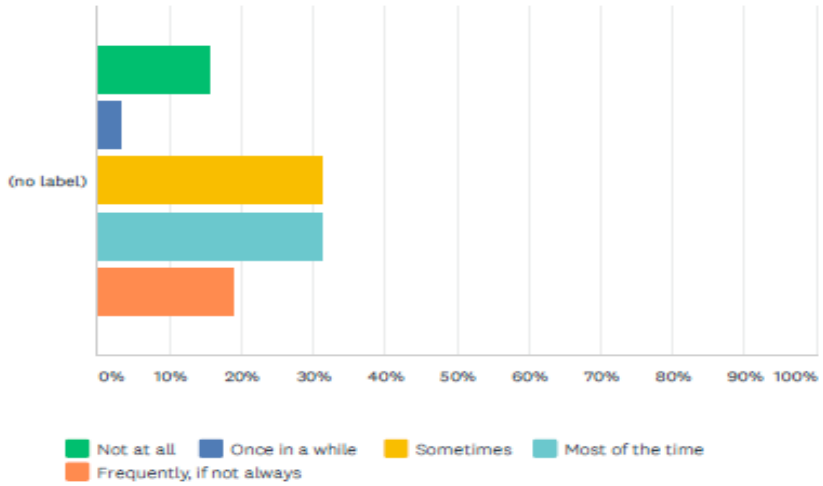

Figure 4 13: Clear expectations from employees

According to 62% of employees, their leaders sometimes or most of the time make their expectations clear to the employees, while 15.63% opine that the leaders never clarify their expectations from the employees.

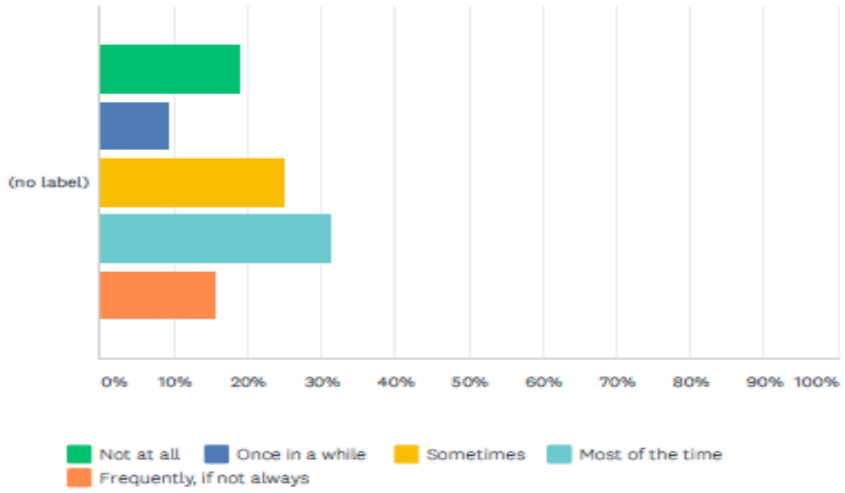

Figure 4 14: Leaders go beyond self-interests

The majority (47%) of the participants opined that their leaders prioritize the interests of the groups over self-interests either frequently or most of the time. 18.75% opined that this is not done by the leaders in any instance. 25% of the employees assert that this nature is observed among their leaders sometimes.

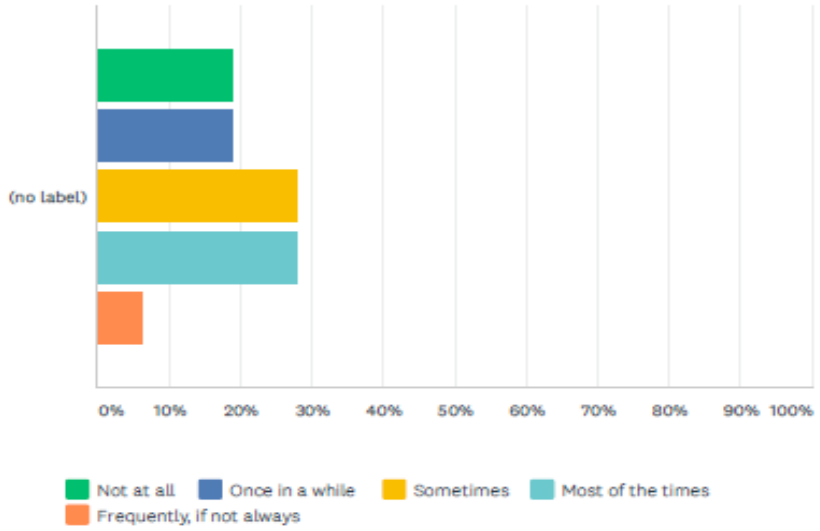

Figure 4 15: Leaders demonstrate farsightedness

According to 18 participants, the leaders of the concerned company demonstrate chronic problems either sometimes or most of the time, while 37% opined that the leaders do that once in a while or not at all.

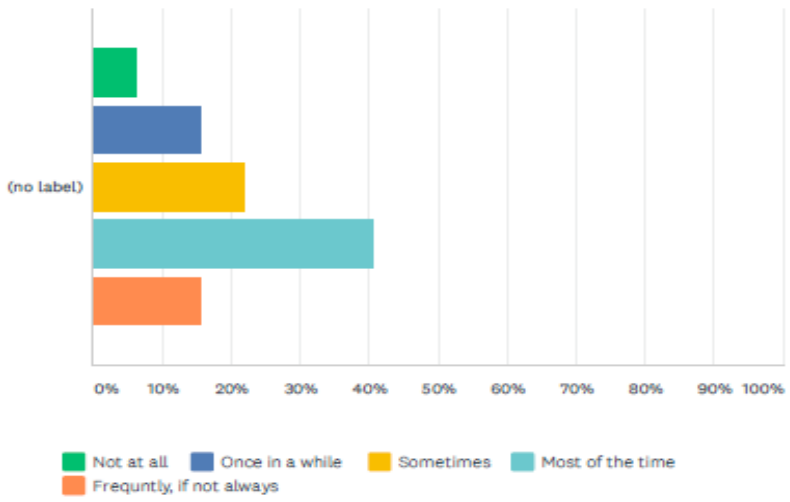

Figure 4 16: Leaders earn respect

A majority (40.63%) of survey participants could be seen to have perceptions that the leaders' actions earn them respect most of the time, while, 6 respondents argued that this respect is earned by them frequently. 7 could be seen to argue that respect is earned by their leaders through their actions either once in a while or not at all.

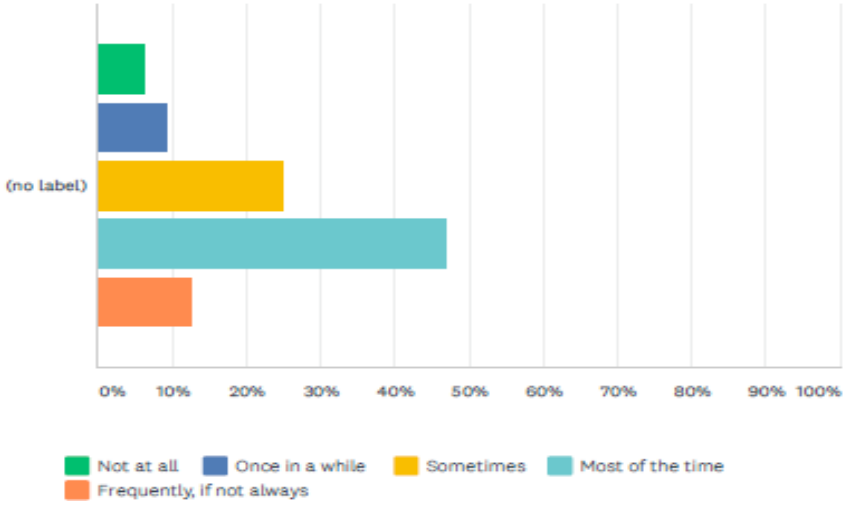

Figure 4 17: Ethical and moral insights of leaders

19 employees asserted that their leaders incorporate the aspects of ethics and morality in their decisions either frequently or most of the time, while 8 argued that this is done sometimes and the rests denied the same.

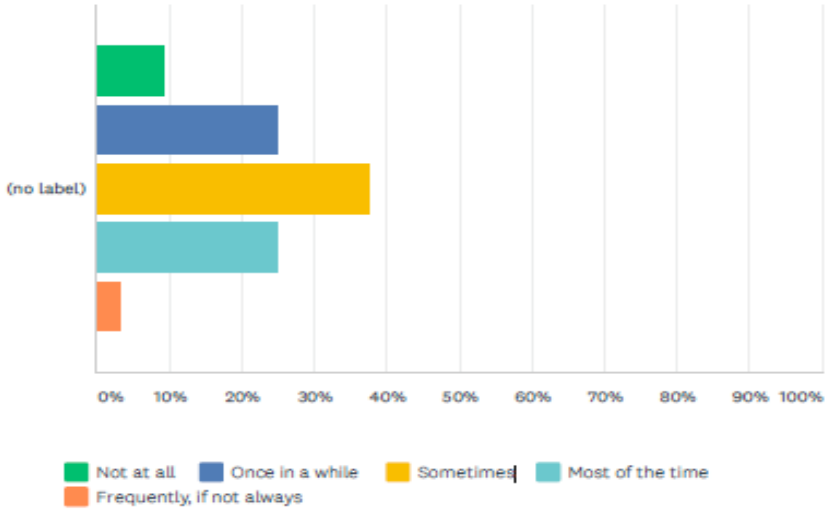

Figure 4 18: Leaders track employees' mistakes

37.5% of the participants opined that the leaders in the concerned organization sometimes keep track of their mistakes, while 25% asserted that this is done most of the time and the other 25% said that their mistakes are tracked once in a while.

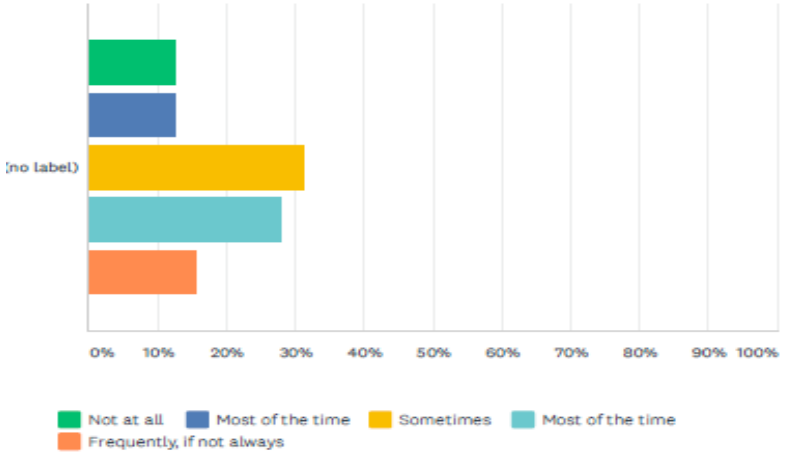

Figure 4 19: Presence of power and confidence in leaders

19 participants agreed that their leaders show power and confidence either sometimes or most of the time, while 15.63% asserted towards the presence of these traits in their leaders frequently, if not always. 25% highlighted the presence of the same either once in a while or not at all.

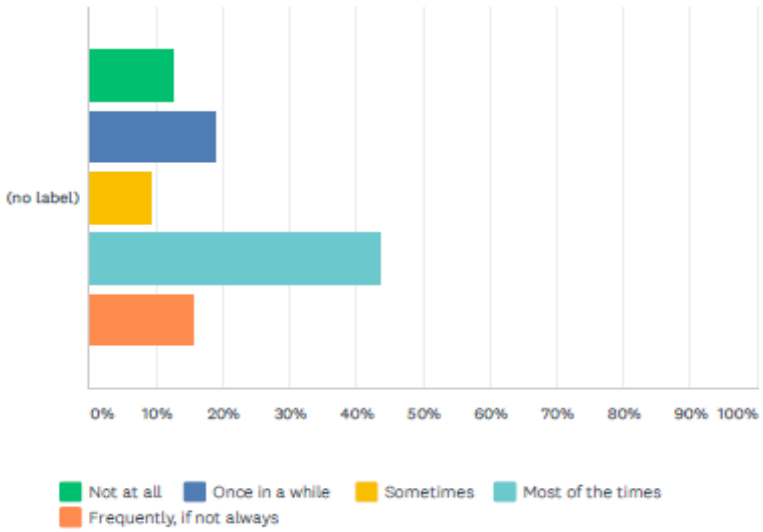

Figure 4 20: Perceptions about the vision of the leaders

According to 43.75% of employees, the leaders of the concerned organization show the presence of compelling future vision most of the time. However, 18.75% argued that this is present only once in a while.

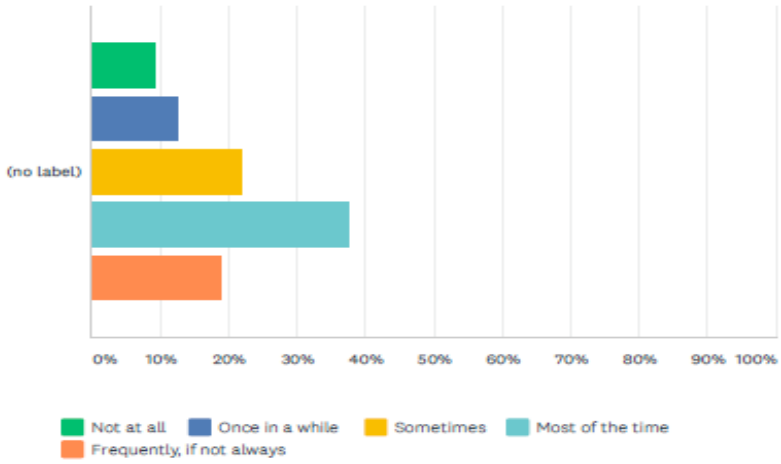

Figure 4 21: Leaders appreciate employees

According to the majority of the employees (56%), their leaders appreciate their good performance either frequently or most of the time, while 21% assert that this is done sometimes and not always.

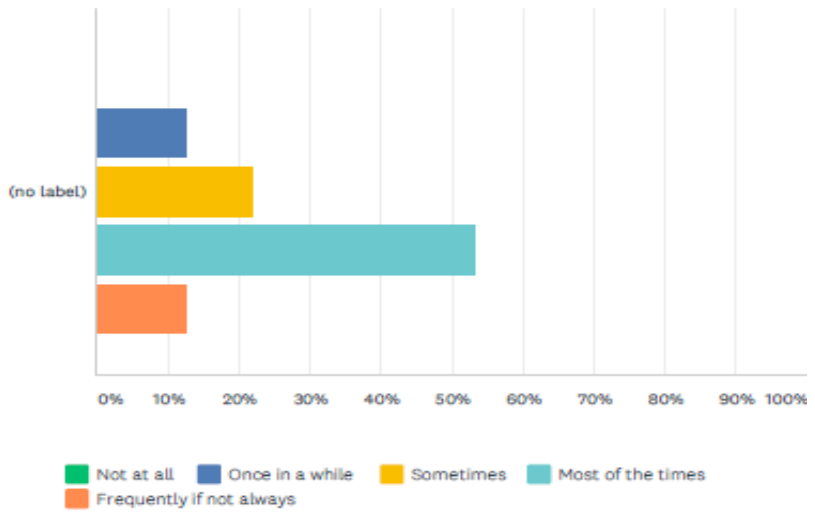

Figure 4 22: Perceptions of leaders' confidence

Nearly 65% of employees opine that leaders of the concerned organization have confidence about goals either most of the time or frequently. 21.88% assert that this confidence is present sometimes in their leaders.

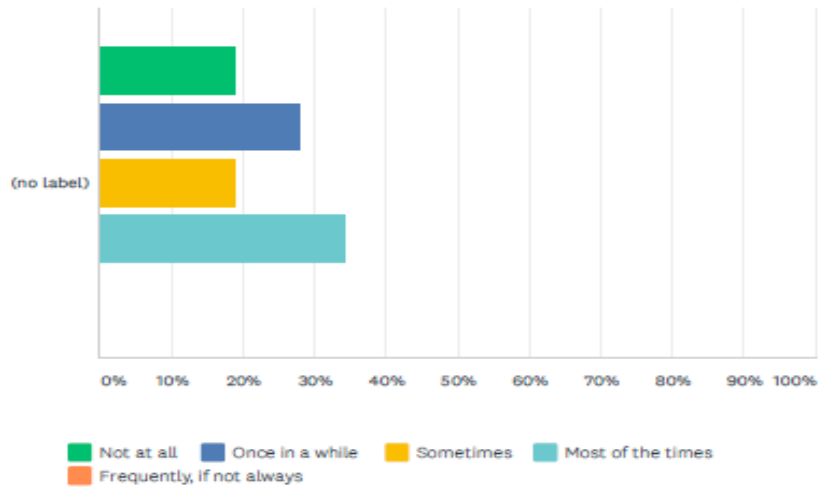

Figure 4 23: Leaders delay in responding

As per the opinions of more than 34% of employees, the delay is caused by leaders in responding to urgent situations most of the time. However, 46% of respondents this is done by the leaders either once in a while or not at all.

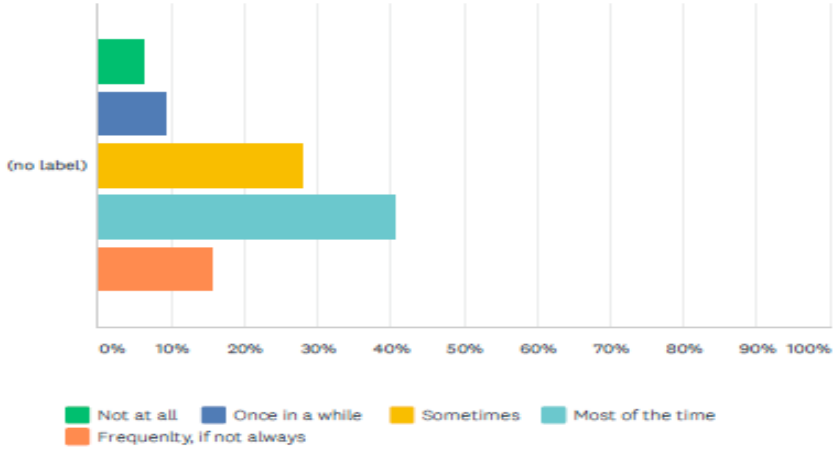

Figure 4 24: Ability of leaders to make employees look at problems

As opined by 40% of employees, their leaders help them in looking at problems indifferent ways, most of the time, while 28% argue that this is done sometimes and not all the time.

4.2.2 Organizational culture in the local Kannaland Local Municipality

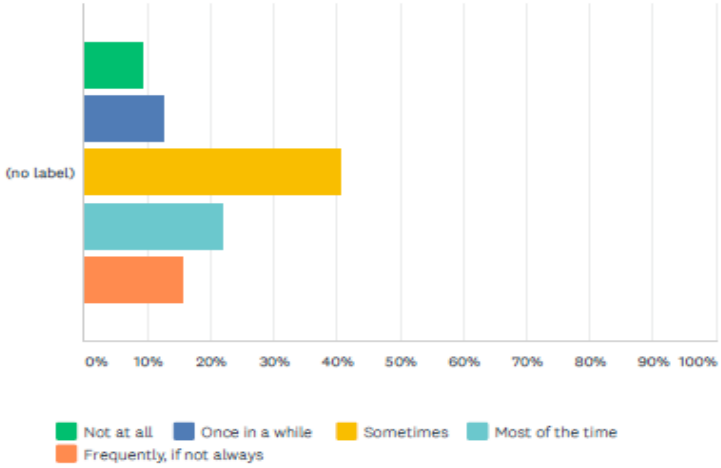

Figure 4 25: Presence of information dissemination

The majority of employees surveyed (40.63%) said that the information is shared across all levels of employees sometimes, while 21.88% asserted that this is done most of the time. 15.63% highlighted that information is shared frequently if not always.

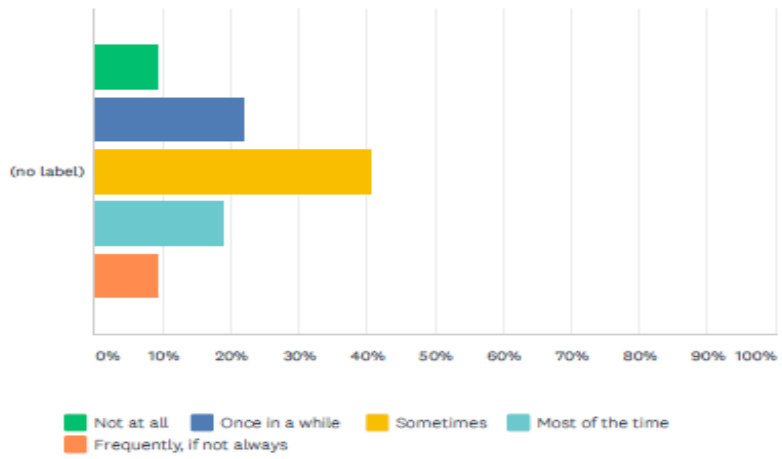

Figure 4 26: Presence of teamwork

According to more than 40% of employees, people work as part of a team sometimes, while 7 of the 32 participants opined that this teamwork is observed once in a while.

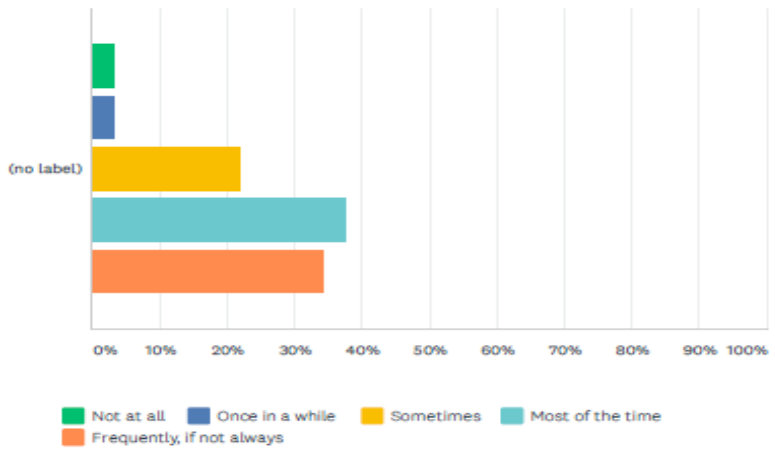

Figure 4 27: Management practices what they preach

According to 71% of employees, the management practices their preaching either most of the time or frequently. Only 2 participants highlighted that this is done by management either once in a while or not at all.

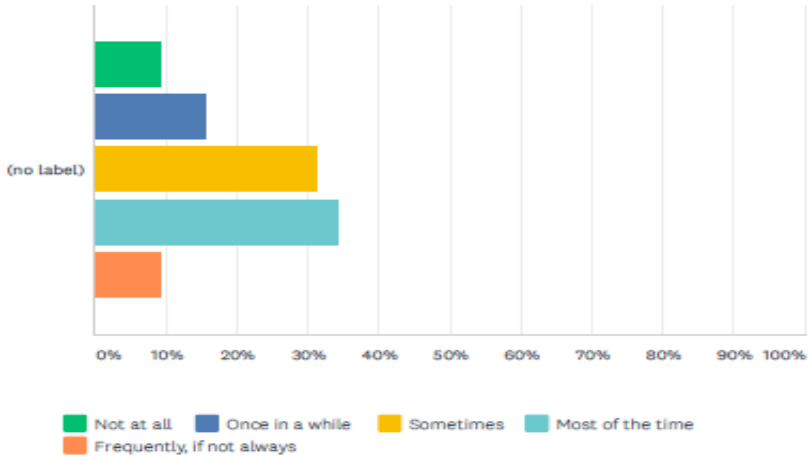

Figure 4 28: Presence of characteristics management style

43% of employees could be seen to highlight the presence of characteristic style and trait of management in their organization either most of the time or frequently. 31% opined the presence of the same sometimes while the rest denied this assertion.

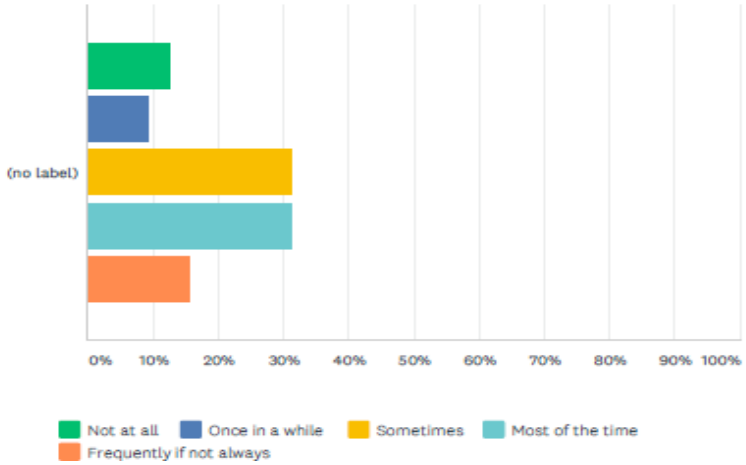

Figure 4 29: Clear set of governing values

According to the majority 47% of employees, a clear set of values governs the business either most of the time or frequently.

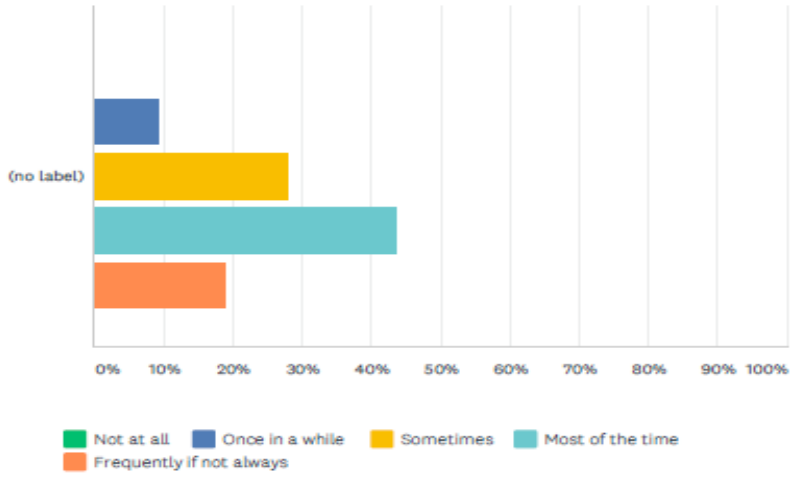

Figure 4 30: Negative effects of ignoring values

As highlighted by 62% of participants, ignoring the values can land them in trouble most of the time or frequently while the rest denied.

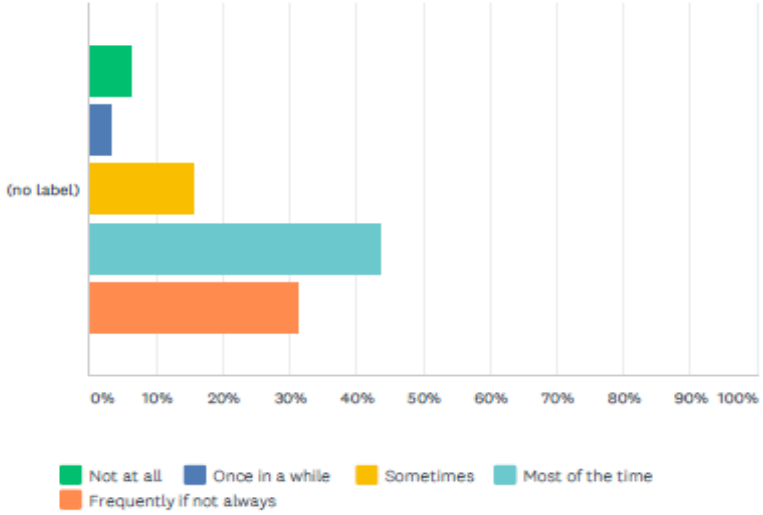

Figure 4 31: Presence of ethical code for guidance

As opined by 75% of the employees, the presence of ethical code either most of the time or frequently guides their behavior. 15% opined that this guidance is present sometimes.

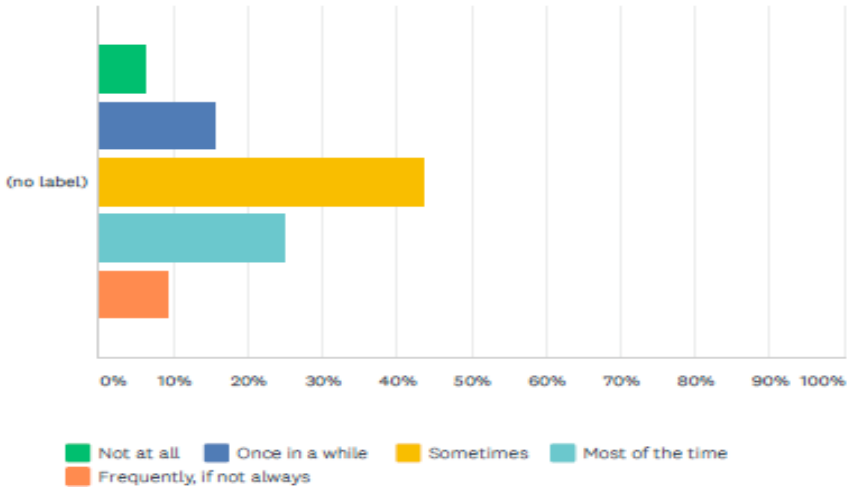

Figure 4 32: Goal alignment across levels

43.75% of employees highlighted that goals are aligned sometimes across levels, while 25% argued that the same is present most of the time in the concerned organization.

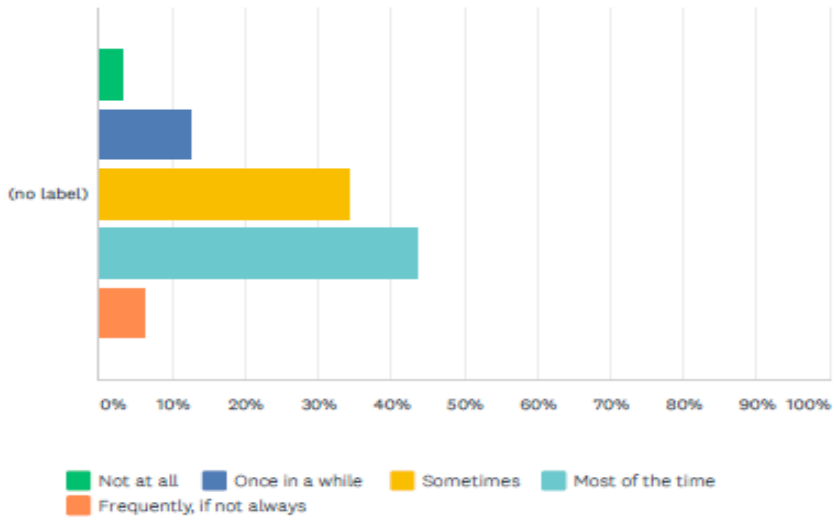

Figure 4 33: Influence of customers

43.75% of participants agreed towards the presence of customer input on their decisions most of the time, while more than 34% asserted that this happens sometimes. 15% denied the presence of the same in most of the cases.

4.2.3 Employee performance and satisfaction

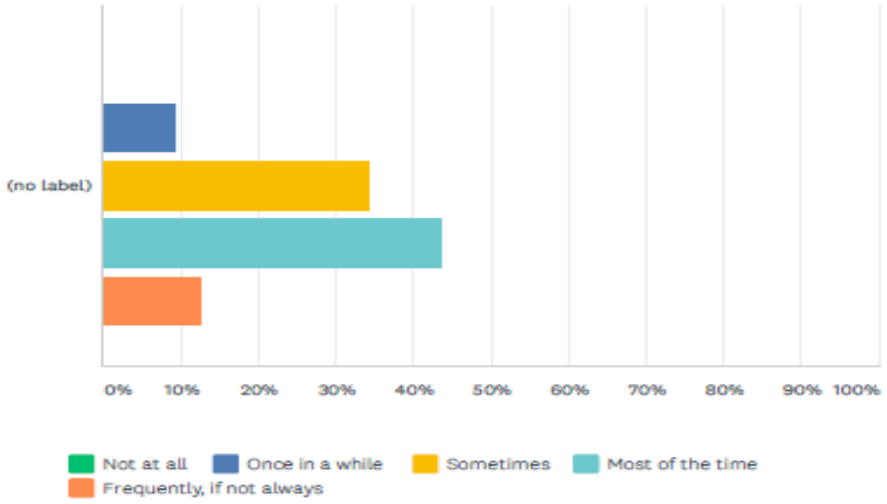

Figure 4 34: Involvement of employees

As highlighted by 56% of employees, the workers are highly involved either most of the time or frequently. 34% asserted that this involvement is seen sometimes while only 3 denied.

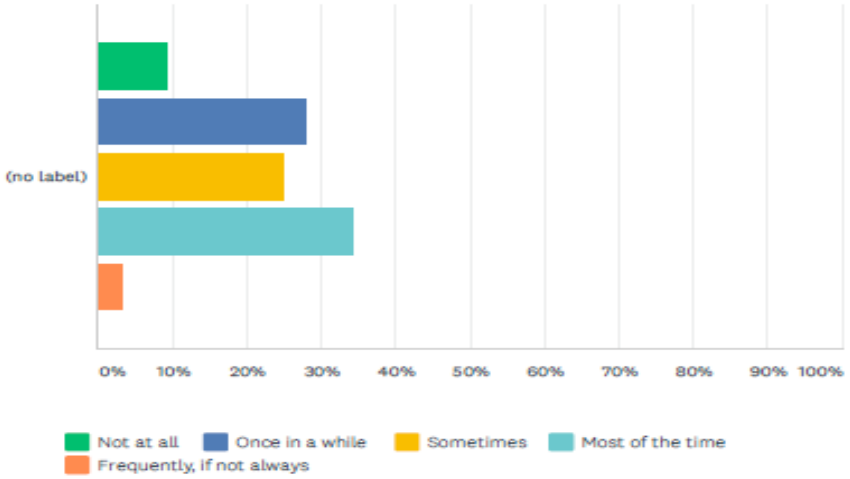

Figure 4 35: Perceptions about their positive contribution

12 employees could be seen to believe that they can have positive impacts, either most of the time or frequently.

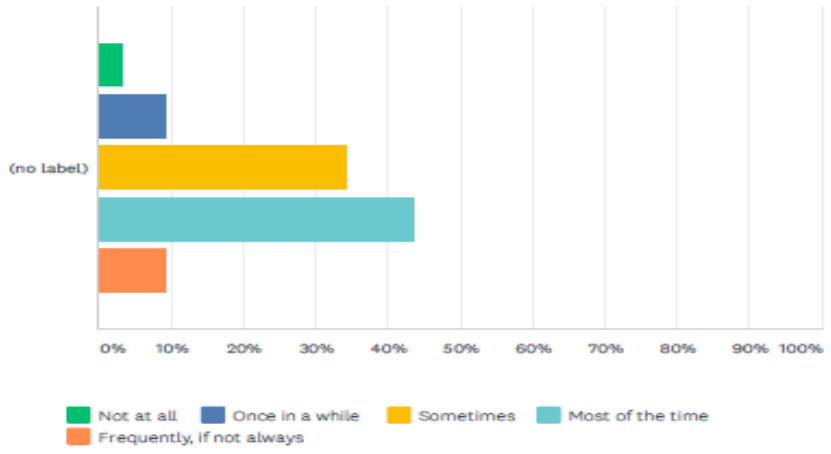

Figure 4 36: Perceptions about a deep understanding

According to 53% of employees, they have a deep understanding of the needs of clients either most of the time or frequently, while 34% said that they understand their clients' needs sometimes and the rest denied the assertions.

4.3 Regression Analysis

The following hypotheses are tested using the regression analysis:

H01: Leadership styles do not affect job satisfaction of the employees

Table 4 1: Regression Table for the First Hypothesis

SUMMARY OUTPUT

Regression Statistics	
Multiple R	0.726627
R Square	0.527987
Adjusted R Square	0.450806
Standard Error	0.801196
Observations	32

ANOVA

	df	*SS*	*MS*	*F*	*Significance F*

Regression	4	19.38704	4.84676	7.50467	0.000322
Residual	27	17.33171	0.641915		
Total	31	36.71875			

	Coefficients	*Standard Error*	*t Stat*	*P-value*	*Lower 95%*	*Upper 95%*	*Lower 95.0%*	*Upper 95.0%*
Intercept	2.681649	0.686586	3.905771	0.000568	1.27289	4.090408	1.27289	4.090408
Assistance in exchange for efforts	-0.34201	0.194296	-1.76026	0.08969	-0.74067	0.056651	-0.74067	0.056651
Focuses on irregularities, mistakes, and deviations	0.030485	0.130679	0.23328	0.817304	-0.23765	0.298616	-0.23765	0.298616
Goes beyond self-interest for the group	0.556996	0.16487	3.378385	0.0223	0.21871	0.895282	0.21871	0.895282
Teaches to look at problems from different angles	0.165827	0.166083	0.99846	0.326921	-0.17495	0.506601	-0.17495	0.506601

The Adjusted R square is 0.46, which implies that 46% of changes in job satisfaction depend on traits of leadership. The equation can be written as follows:

Job satisfaction = 2.68 – 0.34(Assistance) + 0.03*(Emphasis on mistakes) + 0.56*(Leaders prioritizing group interests) + 0.16*(Skill development of employees)*

However, the p-value of only the variable (Leaders prioritizing group interests) is 0.002 (<0.05), making the relationship of job satisfaction with this variable significant(Daoud, 2017). The value of F is low, which indicates towards the fact the null hypothesis ***H01 can be rejected***. Thus,

Leadership styles affect employees' job satisfaction – (A)

H02: Organizational culture does not affect job satisfaction

Table 4 2: Regression to Test the Second Hypothesis

SUMMARY OUTPUT

Regression Statistics	
Multiple R	0.528425
R Square	0.279233
Adjusted R Square	0.172453
Standard Error	1.30709
Observations	32

ANOVA

	df	*SS*	*MS*	*F*	*Significance F*
Regression	4	17.87094	4.467736	2.61503	0.057374
Residual	27	46.12906	1.708484		
Total	31	64			

	Coefficients	*Standard Error*	*t Stat*	*P-value*	*Lower 95%*	*Upper 95%*	*Lower 95.0%*	*Upper 95.0%*
Intercept	0.509966	1.010198	0.504818	0.617782	-1.56279	2.582721	-1.56279	2.582721
Information widely shared	0.180416	0.264722	0.68153	0.501341	-0.36275	0.723579	-0.36275	0.723579
Clear and consistent set of values	0.187522	0.259839	0.721688	0.47669	-0.34562	0.720667	-0.34562	0.720667
Strong ethical code	0.145992	0.236569	0.617122	0.542324	-0.33941	0.631391	-0.33941	0.631391
Alignment of goals across levels	0.276199	0.238535	1.157896	0.257047	-0.21323	0.765632	-0.21323	0.765632

The adjusted r square for the concerned regression is 0.17, and thus organizational culture does not affect satisfaction to a considerable extent. The equation is presented as follows:

Job satisfaction = 0.51 + 0.18(Information sharing) + 0.19*(Clear set of values) + 0.14*(Strong ethics) + 0.28*(Alignment of goals)*

None of the p-values or the F value is significant and thus, the ***null hypotheses H02is accepted***:

Organizational culture does not affect the satisfaction of the employees – (B)

H03: Satisfaction does not affect organizational commitment

Table 4 3: Regression for the Third Hypothesis

SUMMARY OUTPUT

Regression Statistics	
Multiple R	0.44314
R Square	0.196373
Adjusted R Square	0.169586
Standard Error	1.108548
Observations	32

ANOVA

	df	*SS*	*MS*	*F*	*Significance F*
Regression	1	9.008617	9.008617	7.337075	0.011081
Residual	30	36.86638	1.228879		
Total	31	45.875			

	Coefficients	*Standard Error*	*t Stat*	*P-value*	*Lower 95%*	*Upper 95%*	*Lower 95.0%*	*Upper 95.0%*
Intercept	1.12766	0.740995	1.521818	0.138527	-0.38565	2.640974	-0.38565	2.640974
Most employees are involved in work	0.495319	0.182941	2.707537	0.0101081	0.121704	0.868934	0.121704	0.868934

Adjusted R square is 0.17, indicating the low influence of job satisfaction on commitments of employees(Austin and Merlo, 2017). The regression equation is as follows:

Organizational commitment = 1.13 + 0.49(Job satisfaction)*

The p-value for the relation is 0.01 (<0.05) and thus, ***the null hypothesis (H03) in this case is rejected***:

Organizational commitment is influenced by job satisfaction in the concerned organization – (C)

4.4 Chapter Summary

This chapter presented the analysis and findings of the study, namely quantitative data. Correlation and regression analysis were conducted to test the three hypotheses. The next chapter highlights the conclusion and recommendations based on the results presented in this chapter.

CHAPTER 5: DISCUSSION, CONCLUSION AND RECOMMENDATION

5.1 Introduction

The previous chapter presented the findings of the study. This chapter recapitulate the research problem, research question and objectives. It presents the findings, draw conclusions, and make recommendations based on the results. The following sections recapitulate the research problem, research objectives and research questions. Findings are presented, discussions and conclusions drawn, recommendations are made and the conclusion of the chapter.

5.2 Recapitulation of the Problem Statement

Previous studies indicated investigations to the factors that efficiently impact organisational performance. Organisational culture and leadership were among these factors (Nikpour, 2017). The relationship between leadership was also taken into consideration as well. Organisational commitment, organisational culture and organisational performance has also received vast attention. These variables have been measured and put into context in numerous ways. However, despite the enormous body of research, it appears that there is little focus on these variables in the local government context. The government sector is unique since it is not for profit purposes. This study provide an important understanding of the best leadership style and presence of the organisational culture in the organisation for ensuring best performances in the organisational.

5.3 Recapitulation of the Research Objectives

Considering the above problem statement objectives are stated as follows:

- To examine how leadership style affects job satisfaction within the Municipality
- To ascertain how organizational culture affects job satisfaction within municipality
- To examine how job satisfaction affect organizational commitment
- To recommend strategies to improve job satisfaction and consequently improve organizational performance at the municipality.

5.4 Recapitulations of the Research Questions

To discover how organisational culture and leadership affect organisational performance in Kannaland Local Municipality, the study hypothesizes and answers the following research questions:

- How does the leadership style affect job satisfaction?
- How does organizational culture affect job satisfaction?
- How does Job satisfaction affect organizational commitment?
- What strategies are there to improve job satisfaction?

5.5 Findings and Discussion

The findings of the study and conclusions drawn from the quantitative data are as follows:

- Leadership styles affect employees' job satisfaction. The study emphasizes different aspects of the nature of leadership in the concerned organization, to analyze the impacts of the same on the satisfaction level of the employees. As per the perceptions of employees, it can be asserted that the leadership structure of the concerned company provides the employees with assistance, supports, guidance as well as clarity regarding their roles and expectations from them. This is similar to the literary assertions found in the work of Visser (Visser, 2015).
- Organizational culture does not affect the satisfaction of the employees. The study also highlights the presence of positive organizational culture in the concerned organization, although it fails to show a significant relationship between the same and the level, of satisfaction of the employees. This can be because only a small sample has been selected for conducting the concerned study.
- Organizational commitment is influenced by job satisfaction in the concerned organization. However, from the outcomes of the analysis in the concerned research, the presence of a positive relationship between job satisfaction of the workers and their organizational commitment is highlighted. Some negative aspects of leadership and organizational culture in the concerned organization can also be seen to be highlighted in the research. The primary

limitations include the delay caused by leaders to take action in urgent situations, failure on their part to interfere in serious problems, avoidance of involvement in critical issues and others (Oppong et al., 2017)

The study emphasizes only on a small sample of employees to attain their perceptions. This creates a chance of exclusion of crucial perceptions of all the employees, which could have been avoided by taking a bigger and more diverse sample. The inclusion of quantitative and statistical approaches for research also leaves the scope of inclusion of ordinal and abstract perceptions of the employees regarding the issue of concern (Jauhar et al., 2017).

5.6 Conclusion and Recommendations

The presence of a robust leadership and a positive organizational culture can be seen to be of epitome importance in Kannaland local Municipality, especially for ensuring higher job satisfaction of workers. The satisfaction level of employees also determines their organizational commitment. However, there are several limitations to the otherwise positive leadership traits of the concerned company. Keeping these limitations into consideration.

5.7 Recommendation

The following recommendations are developed for increasing the level of job-satisfaction of the employees in the concerned organization:

- The leaders need to engage employees of the concerned organization in more constructive roles and in decision-making aspects of Kannaland Local Municipality.
- The satisfaction of the employees can be increased when they live by the examples of their leaders and to ensure the same proper communication channels and information dissemination as well as skill development training is to be provided by the leaders to their employees.
- The beliefs, as well as values and the organizational goals and missions, are to be incorporated in the working and behavior of all the employees and the leaders are also required to be ethical and moral as well as unbiased in communicating with all the employees at all levels of the concerned organization.

5.8 Conclusion

The study focused on the impact of leadership and organizational culture on the organizational commitment leading to performance of the organization and in this instance the service delivery in Kannaland Local Municipality. The method used in the study we quantitative method and data was collected form the members of staff in Kannaland Local Municipality. The results revealed that there is a strong correlation between leadership and organizational commitment. The study further revealed the correlation between organizational culture and organizational commitment. The study raises valuable insight for leadership and management across the board.

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Appendix 1: Research Instrument

Part 1 Leadership

This part of the questionnaire is to describe the leadership of your organisation, as you perceive it. Please answer all items on the answer sheet. Judge how frequent each statement fits the person you are rating. Use the scale below:

1 = Not at all
2 = Once in a while
3 = Sometimes
4 = Most of the times
5 = Frequently, If not Always

	Leadership	Scale				
1.	Provide me with assistance in exchange of my efforts	1	2	3	4	5
2.	Re-examines critical assumptions to questions whether they are appropriate	1	2	3	4	5
3.	Fails to interfere until problems becomes serious	1	2	3	4	5
4.	Focuses attention on irregularities, mistakes, exceptions and deviations form standards	1	2	3	4	5
5.	Avoids getting involved when important issues arise	1	2	3	4	5
6.	Talks about their most important values and beliefs	1	2	3	4	5
7.	Is Absent when needed	1	2	3	4	5
8.	Discusses in specific term who is responsible for performance	1	2	3	4	5
9.	Wait for things to go wrong before taking action	1	2	3	4	5
10.	Talk enthusiastically about what needs to be accomplished	1	2	3	4	5
11.	Specifies the importance of having a strong sense of purpose	1	2	3	4	5
12.	Append time teaching and coaching	1	2	3	4	5
13.	Makes clear what one can expect to receive when performance goals are achieved	1	2	3	4	5
14.	Goes beyond self-interest for the good of the group	1	2	3	4	5
15.	Demonstrate that problems must become chronic before taking action	1	2	3	4	5

16.	Acts in ways that builds respect	1	2	3	4	5
17.	Considers the Moral and ethical consequences of decisions	1	2	3	4	5
18.	Keep track of all mistakes	1	2	3	4	5
19.	Displays a sense of power and confidence	1	2	3	4	5
20.	Articulates a compelling vision for the future	1	2	3	4	5
21.	Expresses satisfaction when I meet expectations	1	2	3	4	5
22.	Expresses confidence that goals will be met	1	2	3	4	5
23.	Delays responding to urgent questions	1	2	3	4	5
24.	Gets me to look at problems from many different angles	1	2	3	4	5

Part 2: Organisational Culture

This part of the questionnaire is to describe how you see your organisation as a whole.
Use the scale below to select the quality number:

1 = Not at all
2 = Once in a while
3 = Sometimes
4 = Most of the times
5 = Frequently, If not Always

	Organisational Culture	Scale				
1.	Most Employees are highly involved in their work	1	2	3	4	5
2.	Information is widely shared so that everyone can get the information he or she needs when its needed	1	2	3	4	5
3.	Everyone believes that he or she can have a positive impact	1	2	3	4	5
4.	People work like they are part of the team	1	2	3	4	5
5.	The leaders and managers should practice what they preach	1	2	3	4	5
6.	There is a characteristic management style and a distinct set of management practices	1	2	3	4	5
7.	There is a clear and consistent set of values that govern the way we do business	1	2	3	4	5
8.	Ignoring core values will get you in trouble	1	2	3	4	5
9.	There is an ethical code that guide our behaviour and tells us right from wrong	1	2	3	4	5
10	There is a good alignment of goals across levels	1	2	3	4	5
11	Customer input directly influences our decisions	1	2	3	4	5

Appendix 2: Informed Consent

UKZN HUMANITIES AND SOCIAL SCIENCES RESEARCH ETHICS COMMITTEE (HSSREC)

APPLICATION FOR ETHICS APPROVAL
For research with human participants

INFORMED CONSENT

Information Sheet and Consent to Participate in Research

Date:

Dear Participant

My name is Musa Risenga, an MBA student at University of Kwa-Zulu Natal completing MBA dissertation, my contact numbers are 0823030403, email: risengamusa@gmail.com.

I am inviting you to participate in a research study on "The Impact of leadership and organisational on service delivery at Kannaland Municipality. The aim and purpose of the research is to investigate relationship between Leadership and job satisfaction as well as organisational culture and job satisfaction. The study will further investigate the relationship between the job satisfaction and organisational performance, which will in this case relate to service delivery. The study is expected to enroll 109 participants in total from the municipality. You are invited to respond to the questionnaires, which has 38 multiple-choice questions, split into two sections. It will take 10 minutes of your time to complete the questions.

We hope that the study will give an indication of the relation between leadership and organizational culture with the performance of the organization; it will further provide recommendation as to what needs to be done to improve the performance of the organization.

This study has been ethically reviewed and approved by the UKZN Humanities and Social Sciences Research Ethics Committee and the protocol reference number is HSSRE/00000372/2019.

In the event of any problems or concerns/questions you may contact the Musa Risenga at 0823030403 or the UKZN Humanities & Social Sciences Research Ethics Committee, contact details as follows:

HUMANITIES & SOCIAL SCIENCES RESEARCH ETHICS ADMINISTRATION
Research Office, Westville Campus
Govan Mbeki Building
Private Bag X 54001
Durban
4000
KwaZulu-Natal, SOUTH AFRICA
Tel: 27 31 2604557- Fax: 27 31 2604609
Email: HSSREC@ukzn.ac.za

Please note that participation is voluntary and all information obtained from the survey will be kept STRICTLY CONFIDENTIAL. The research will be conducted in a way that is of the

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highest ethical standard and ensuring that the key principles of honesty, confidentiality and anonymity are applied at all stages of the process.

CONSENT

I _____ have been informed about the study entitled "The impact of leadership and organizational culture on service delivery organizational performance at kannaland municipality by Musa Risenga.

I understand the purpose and procedures of the study.

I have been given an opportunity to answer questions about the study and have had answers to my satisfaction.

I declare that my participation in this study is entirely voluntary and that I may withdraw at any time without affecting any of the benefits that I usually am entitled to.

If I have any further questions/concerns or queries related to the study I understand that I may contact the researcher at 0823030403 and email; risengamusa@gmail.com.

If I have any questions or concerns about my rights as a study participant, or if I am concerned about an aspect of the study or the researchers then I may contact:

HUMANITIES & SOCIAL SCIENCES RESEARCH ETHICS ADMINISTRATION
Research Office, Westville Campus
Govan Mbeki Building
Private Bag X 54001
Durban
4000
KwaZulu-Natal, SOUTH AFRICA
Tel: 27 31 2604557 - Fax: 27 31 2604609
Email: HSSREC@ukzn.ac.za

Additional consent, where applicable

I hereby provide consent to:

Audio-record my interview / focus group discussion	YES / NO
Video-record my interview / focus group discussion	YES / NO
Use of my photographs for research purposes	YES / NO

_____ _____
Signature of Participant Date

_____ _____
Signature of Witness Date
(Where applicable)

_____ _____
Signature of Translator Date
(Where applicable)

[illegible]

2

Appendix 3: Ethical Clearance

UNIVERSITY OF KWAZULU-NATAL
INYUVESI YAKWAZULU-NATALI

30 September 2019

Mr Musa Andrew Risenga (213569500)
Grad School Of Bus &Leadership
Westville Campus

Dear Mr Risenga,

Protocol reference number: HSSREC/00000372/2019
Project title: The Impact of Leadership and Organisational Culture on Service Delivery in Kannaland Municipality

Full Approval – Expedited Application

This letter serves to notify you that your application received on 02 September 2019 in connection with the above, was reviewed by the Humanities and Social Sciences Research Ethics Committee (HSSREC) and the protocol has been granted **FULL APPROVAL**

Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment/modification prior to its implementation. In case you have further queries, please quote the above reference number. PLEASE NOTE: Research data should be securely stored in the discipline/department for a period of 5 years.

This approval is valid for one year from 30 September 2019.
To ensure uninterrupted approval of this study beyond the approval expiry date, a progress report must be submitted to the Research Office on the appropriate form 2 - 3 months before the expiry date. A close-out report to be submitted when study is finished.

[redacted]

Humanities & Social Sciences Research Ethics Committee
Dr Rosemary Sibanda (Chair)
UKZN Research Ethics Office Westville Campus, Govan Mbeki Building
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